

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
FEBRUARY 13, 2009 IN THE STATE ROOM

Members Present: Executive Vice President for Academic Affairs Lehman, Registrar Amundson, Parliamentarian Charnovitz; Deans Barratt, Burke, Dolling, and Reum; Professors Artz, Becker, Benton-Short, Biles, Castleberry, Cordes, Corry, Galston, Garris, Griffith, Helgert, Johnson, Lipscomb, Miller, Pagel, Parsons, Robinson, Simon, Wilmarth, Windsor, and Wirtz

Members Absent: President Knapp; Deans Brown, Futrell, Lawrence, Phillips, and Scott; Professors Costanza, Englander, Harrington, Hotez, Marotta, Plack, and Rycroft

The meeting was called to order at 2:25 p.m. by Executive Vice President for Academic Affairs Lehman. Professor Wilmarth informed the Senate that in addition to *The Hatchet* reporter, a photographer from *The Hatchet* was present. Professor Wilmarth asked if anyone objected to photography being taken during the meeting, and no objections were made.

APPROVAL OF THE MINUTES

The minutes of the meeting of December 12, 2008 were approved as distributed.

REPORT FROM THE UNIVERSITY STEERING COMMITTEE ON THE UNDERGRADUATE CURRICULUM REVIEW

Professor Wilmarth advised that Dear Barratt was unable to report on this item as yet and the report would be scheduled for a later meeting.

CHANGES IN THE ORDER OF THE AGENDA

Professor Wilmarth requested and received unanimous consent to change the order of the agenda so that Vice President for Human Resources Val Berry could report first on two pending matters. Following this report, Professor Cordes would present the Report on the University's FY 2009 budget projections, after which Vice President Lehman would present a combined report on the Composition of the Faculty and University Enrollments.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

CHANGES TO HUMAN RESOURCES PROCEDURES

Vice President for Human Resources Val Berry reported on two issues involving the Benefit Premium Process for some faculty members and changes in the administration of the University's Retirement Plans. He added that he did not believe these changes were substantive; rather, both are efficiency issues.

Benefit Premium Process

Vice President Berry reported that most faculty members receive their salaries over a 9-month period, and premiums for health and dental insurance and contributions to FlexFund are deducted over this 9-month period (or during the calendar year for faculty members who choose to receive their salaries over a 12-month period). About 400 other faculty members receive their salaries over a 10 or 11-month period. For these faculty, manual adjustments must be made to the computer system to capture the payments appropriately, and this cannot always be done in a timely and accurate fashion.

In order to ease administrative burdens and provide consistency to the benefit premium deduction process, beginning with the March, 2009 paychecks, faculty members paid over a 10 or 11-month period will have premiums deducted on a 9-month schedule, from September to May, with no deductions in the summer months. For faculty members already receiving their salaries and having deductions taken out over a 9-month or 12-month period, there will be no change.

A short discussion followed during which Vice President Berry confirmed that these payroll changes would not affect parking, daycare, retirement contribution, or other deductions.

Retirement Plan Changes

Vice President Berry reported that his office is charged with improving efficiencies in the way Human Resources delivers services to employees. One of the areas where this is most difficult to achieve is in retirement plan administration. This year, with changes to the federal regulations for 403(b) and 401(a) plans, it is particularly important that the University exercise caution and due diligence in managing its plan, and this would require augmenting staff at a level the University can ill afford to do. As a consequence, the University has entered into an agreement with Fidelity to manage the administration [enrollment and contribution changes] of the University's retirement plan. Fidelity was chosen for this purpose because it appears best positioned to undertake the task. Vanguard has already merged with Fidelity for purposes of handling these administrative aspects of the retirement plan. TIAA-CREF was not selected because GW is already struggling with that company's cumbersome administrative processes, and TIAA-CREF is not prepared at present to undertake the administrative tasks connected with the plan which include administrative reporting via the 5500 Plan document to the federal government. It is expected that the University's new agreement with Fidelity will also provide enhanced employee self-service.

In order to implement the transition to Fidelity's administration of the University's retirement plans, there will be a brief blackout period of about 30 days, between March 21 and

April 20. During this time information from the University's payroll system will be migrated onto Fidelity systems, legacy systems will be adjusted, and systems will be reconciled.

Discussion followed. In response to questions by Professor Cordes, Vice President Berry confirmed that Fidelity will be reporting data to the federal government for itself and for the Vanguard funds, but not for TIAA-CREF, and the University will continue to deal separately with TIAA-CREF for that purpose. Presently, employees can access TIAA-CREF funds through that company's own website. In the future, new employees will enroll in any of the three remaining enrollment choices, Fidelity, Vanguard, or TIAA-CREF via the Fidelity portal, and Fidelity will handle all paperwork associated with these transactions. While TIAA-CREF is by far GW's largest retirement plan, the reason they were not chosen to handle these administrative tasks is unrelated to their ability to manage funds which they control. They are better than most companies at this. In terms of the administration of plans, TIAA is still doing everything on paper; they are simply behind the times and their systems do not mesh well with others for purposes of the administrative reporting and reconciliation that must be done.

Professor Wilmarth inquired about the effect of the blackout period on participants. Vice President Berry and John Rose, Director of Employee Benefits, responded to these questions. Vice President Berry said that because Vanguard has agreed that Fidelity can handle administrative aspects of GW's retirement plan better than it can, this will result in a reduction of fees charged to participants by Vanguard for administrative costs. Fidelity does not plan to pass along increased administrative costs to participants at this time.

With respect to the blackout period, Vice President Berry said that participants would not be able go online and make any changes to any of their funds, including TIAA-CREF, during this time. [NOTE: Following the Senate meeting, the Senate Executive Committee was advised that the blackout period would not prevent participants from transferring funds between accounts managed by TIAA-CREF. Director Rose explained this in a message as follows: *Regarding TIAA to TIAA transfers, during the transition [blackout] activity in the [retirement] Plan will stop for most transactions. Participants who are invested with TIAA will be able to make transfers to and from TIAA funds. They will not be able to transfer funds between TIAA and Fidelity or Vanguard, nor will they be able to transfer in between Fidelity and Vanguard funds.* The Human Resources Office is expected to distribute further information about these changes to employees by March 19.]

The University will continue to send money to Fidelity, Vanguard, or TIAA-CREF as directed by participants. Director Rose said the blackout period considers several different elements. A great deal of information must be exchanged and reconciled. GW's payroll system needs to stop processing employees' contribution percentage changes in order to reconcile the employees' information and send the pay-period information to the Retirement Plan providers, Fidelity, TIAA-CREF, Vanguard and Equitable. In addition, Fidelity and Vanguard need to stop processing changes for a period of time in order for them to reconcile their information so that they are able to have an accurate opening balance when activity begins again. Director Rose said that the University looked at the amount of retirement plan activity occurring at different times of the year and determined that from March 21 to April 20 last year there was very little activity. To comply with provisions of the Sarbanes Oxley Act,

GW is giving the required advance notice to employees of this blackout period so that participants who want to implement changes before it takes effect may do so.

Professor Wilmarth asked if additional fees would be charged to retirement plan participants as a result of this change, or if other consideration had been received from Fidelity to make the change. Vice President Berry said that the use of third party retirement plan administration would lower some of the University's costs and that he would be able to redeploy some staff as a result, but a direct payment from Fidelity to the University would not be made. Director Rose confirmed that the University has never received any sort of payments from its retirement plan vendors. At this time the University is not looking at any revenue sharing agreements with the vendors, but that may change down the line if participation in the funds with GW's vendors are generating such a dollar amount that GW may be able to benefit from that.

Professor Cordes said he presumed that if participants from GW went online during the blackout period, they would be not be able to access funds with the vendors. He asked if there would be non-online ways of doing that. Director Rose responded that the blackout will be total. Professor Cordes said he thought it was unfortunate timing given the way in which financial markets are behaving at this point in the economic recession. Research shows that market upheavals can occur over a period of days or weeks, and if investors can do nothing, they can suffer significant losses.

Professor Becker asked if the planned changes had been discussed with the University's General Counsel, as it seemed to him a blackout such as this raises real issues of risk for the University if the majority of faculty are invested in TIAA-CREF funds and they are frozen out of transactions on these funds. Vice President Berry said that Human Resources has consulted with University Counsel but contracts are not finalized yet as they are still in the process of renegotiation. Outside counsel who are experts in ERISA law have also been consulted, and attorneys from both Fidelity and TIAA-CREF are involved in the process.

Professor Wirtz noted that the tax law has changed in recent years so that individuals over a certain age or with a certain length of service may have more money withheld for retirement than before. Letters go out from the University each year about this, and he noted that the blackout period coincides with the usual time these letters are received by employees. Director Rose said the annual limits for contributions by category have been posted on the Benefits website. The letter the University sends out is not individualized, but simply restates these limits. The notification of annual limits and the blackout period are totally unrelated, he added, and one would not affect the other. A blackout period is necessary with any Retirement vendor change in order for the former vendor to reconcile their accounts and provide an accurate ending balance for their records and an accurate beginning balance for the new vendor's records. The length of this blackout is long based on the fact that there are so many pieces involved with this, both on GW's side and the Plan providers' (Fidelity and Vanguard) side.

Professor Cordes again noted the unfortunate timing of this change, as no one knows what is likely to happen in these uncertain economic times. He said he could understand that participants might not be able to make transactions between fund companies, but not

why participants could not, for example, move from an equity fund a money market fund in the same company.

Professor Wirtz said he thought that enough concerns had been expressed at the Senate meeting to demonstrate that the faculty have an obvious interest in matters that affect benefits. He said he first learned of these changes to the retirement plan from a letter he had received the week of February 13, 2009. Professor Wirtz said he had served on the University's Benefits Review Committee as a faculty representative. This representative was charged with the responsibility of relaying back to faculty members this sort of information, and also provided advice to the Administration from the faculty's perspective on the impact of changes to benefit programs. Professor Wirtz asked what happened to the Benefits Review Committee, whether or not there is a faculty representative on it if it currently exists, and if not, why not.

Vice President Berry said that the Benefits Review Committee preceded him. At the moment Human Resources strives for faculty representation on its Committees, and he participates in the work of the Senate Committee on Appointment, Salary, and Promotion Policies (ASPP). He added that, while he has not used a Benefits Review Committee, he would be more than happy to participate in the work of such a Senate Committee. However, the changes to the retirement plan are nothing more than an administrative efficiency, as opposed to a substantive change.

Professor Wirtz advised Vice President Berry that the Benefits Review Committee was an Administrative Committee rather than a Standing Committee of the Senate, and it had been a very important information channel between the University Administration and the faculty as the Administration was able to learn firsthand from the faculty of what the impact would be of changes which seemed purely administrative in nature. He added that he thought this kind of feedback should have come much earlier in the process, and something like the Benefits Review Committee would be one mechanism for providing that in the future. Vice President Berry said he thought it would be useful to have such a vehicle and he would be more than happy to appoint such a Committee, as the list of these kinds of changes in the Human Resources Office is endless and he would value such feedback. Professor Wilmarth endorsed the idea of such an internal benefits committee with faculty representation, most likely from the ASPP Committee.

Further discussion followed. Professor Castleberry asked about the mandatory nature of the blackout period. Director Rose said that blackouts are mandatory for the plan providers so they can update their records. This blackout provides time for GW's payroll system to send the final pay information to the current providers and for Vanguard and Fidelity to reconcile their systems for this transition. Professor Castleberry asked if employees had ever been "blacked out" before from TIAA-CREF. Director Rose said he could not answer that precisely as it depends upon what actions have been taken over the last 38 years, but that he thought that unless the University was implementing a new system of some kind, probably not -- as there would be no need for a blackout.

Professor Corry said that he had received no information about the blackout period and asked for the dates. Director Rose said the letter went to everyone, and confirmed that the blackout period begins on March 21 and will, hopefully, conclude on April 20th. The best estimate of the ending date has been given, however, this may change.

Professor Becker said that in his 28 years at the University he did not recall ever being blacked out from access to his retirement funds. He asked if this blackout is contractually permissible under the contracts that faculty members have individually with TIAA and the University. He said he thought these issues need to be clarified not only to protect the interests of faculty members but also, as he had mentioned earlier, the University. He said he thought it would be useful if some kind of statement could be obtained from the University's General Counsel's office, asking that this issue be specifically addressed. Vice President Lehman said that he would be sure to talk to the General Counsel's office the following Tuesday to find out the answer to this question.

Dean of Columbian College Marguerite Barratt made a final comment at the end of the discussion, saying she deals with a lot of faculty members and believes they will be contacting her office in large numbers about this change. She acknowledged hearing at the Senate meeting that a blackout was mandatory, and that it must have a beginning and an ending point. She noted that Information Systems and Services, for example, often shuts down their University-wide systems for required work for short periods of time, for example, from 12 to 4 a.m., and this does not seem to be a major inconvenience. She added she had not heard a convincing argument about why this change will take a month, or even a week and a half, and why it is not something that can be done quickly with a lot of advance preparation.

REPORT ON THE UNIVERSITY'S FY 2009 BUDGET PROJECTIONS IN LIGHT OF THE UNIVERSITY'S FINANCIAL OPERATING RESULTS AS OF 12/21/2008

Professor Cordes, Chair of the Fiscal Planning and Budgeting Committee (FP&B) presented the report. He distributed a document received at a joint meeting of the FP&B Committee and the Budget Working Group the week before entitled "The George Washington University Committee on Finance & Audit, Second Quarter Report, FY 09." (The report is attached.)

Professor Cordes described the joint meeting as very constructive. He summed up the budget situation by observing that it is expected the University budget will be balanced at the end of FY 09. Revenue projections at the end of the second quarter indicate that \$2.9 million over budget will be received, attributable primarily to enhanced enrollments and higher student occupancy [offset by lower contribution revenue than projected]. However, expenses are projected at \$5.7 million above budget. This figure includes funding for the University's Unified Web Presence and e-procurement projects, both of which support the Strategic Plan for Academic Excellence.

After netting the \$2.9 million in revenue over budget and the \$5.7 million excess expense over revenue sum, \$2.8 million remains to be funded, and it is expected this will be taken from budget reserves, rather than the operating budget. The Board of Trustees is also expected to approve \$10 million in funding for planning the Science and Engineering Complex. An additional \$10 million for student financial aid to deal with changing circumstances will be provided in the FY 10 budget. Both of these amounts will come from reserves, rather than the operating budget.

There is every anticipation that the budget will remain balanced as planned and greater use than before will be made of reserves rather than operating funds to cover projected gaps. Based on figures presented in the University's balance sheets for 2008, Professor Cordes said his recollection was that the University recorded an item of cash and cash equivalents of approximately \$84 million. That number might actually be larger, but this figure can be taken as a rough order of the magnitude of reserves that have been accumulated and could be used so smooth out revenue and expense gaps. Further detail on the budget at the end of the second quarter is provided in the report.

Discussion followed. Professor Simon inquired about the value of the University's endowment and numbers reported for the value of Square 54, listed in the report at \$81 million. This is because second quarter figures list only half the capitalized value of this property [\$162 million] for the entire fiscal year. Vice President Lehman said that very recently, Executive Vice President and Treasurer Katz has pegged the value of the endowment, including the Square 54 valuation, at \$1,020,000,000. This means that the approximate drop in the endowment's value is about 20%. This is a significant loss, but a moderate one compared to other educational institutions.

Professor Griffith said that the FP&B Committee does not normally learn the extent of the University's reserve funds, but that he had gathered in conversations with President Trachtenberg that the reserves were much more substantial than \$84 million. Vice President Lehman said he would not want to comment without finding out what the precise number is, but added that he believed it was more substantial than the amount quoted by Professor Cordes.

Professor Wilmarth noted that, although contributions for FY 09 are projected to exceed last year's amount by \$3.8 million, the projected FY 09 contributions (\$16.9 million) are under budget by \$4.8 million despite substantial additional resources to increase staffing in the Development Office. He asked whether the \$4.8 million shortfall indicated that the University is actually entering a very different donor environment than before. Vice President Lehman deferred to Professor Cordes, who said this was discussed in the Budget Working Group meeting. The difference is attributable to the projected increase in contributions for FY 09, which was very large in comparison to previous years. Overall, net contributions have increased significantly this year. It is too soon to make judgments about changes in the donor environment due to the recession, but it is likely that that it will be more difficult to obtain the kinds of contributions the University needs for certain things over the next couple of years.

Vice President Lehman said he thought Professor Cordes's summary was apt -- the target was very ambitious. Professor Parsons agreed that no one really knew exactly how many additional resources could be raised with additional Development staff this year. Professor Wilmarth said he thought spending \$12.4 million in order to raise \$16.9 million was not an impressive margin. Vice President Lehman said fundraising is an undertaking at GW that was never really pursued in the past the way it should have been. With all fundraising, a foundation must be laid and relationships must be built, and this can take from three to five years. Patience is essential to achieve the University's fundraising goals and put in on a par with comparable institutions.

ANNUAL REPORT ON THE COMPOSITION OF THE FACULTY AND REPORT ON UNIVERSITY ENROLLMENTS

Vice President Lehman distributed copies of a report which provides information on both of these agenda items to the Academic Affairs of the Board of Trustees. The report, entitled, "Core Indicators of Academic Excellence" is attached.

Vice President Lehman indicated that the material in the report is connected to the benchmarking work that is done by the Board of Trustees relative to a set of metrics that are connected to the Strategic Plan for Academic Excellence. The first part of the report deals with faculty composition, performance, and general standing; the second part describes enrollment trends. Each section of the report, which is quite comprehensive, is introduced with a heading, and at the end of each section, broad conclusions are drawn and summarized.

The first two slides of the powerpoint report describe the numbers of regular, active-status faculty in tenure track and non-tenure track occupied lines in Columbian College of Arts and Sciences (CCAS), the Elliott School of International Affairs (ESIA), the School of Business (GWSB), the School of Engineering and Applied Science (SEAS), and the Graduate School of Education and Human Development (GSEHD). The number of limited service faculty in these schools (excluding Research and Visiting) is also outlined on slides 7 and 8.

The faculty count for the College of Professional Studies (CPS), the Law School, the School of Medicine and Health Sciences, the Medical Faculty Associates, Children's National Medical Center, and the School of Public Health and Health Services is detailed in slides 5 and 6 for tenure-track and non-tenure-track non-occupied lines (this chart does not include research faculty in these schools.) Slide 9 provides information about the research faculty in all of the schools and Slide 10 reports trends concerning female and minority faculty in the schools.

Generally speaking, between 1998-2008, the number of regular, active-status faculty members has grown by 15% in schools excluding the Law School, Medical Center, and CPS. Of special interest is that GSEHD's non-tenure-track to tenure-track faculty ratio in percent has improved to 32.9% from a high of 41.4% in 2004 (slide 11). During this same time frame, limited service faculty appointments across the University have decreased by 47.

Faculty trends in the CPS, Law School and the Medical Center vary by school and this information is summarized on page 12. In the SPHHS, the non-tenure-track to tenure-track faculty ratio in percent has decreased by 11.5% from a higher of 65.7% in 2002 to 53.5% in 2008. Conclusions concerning female and minority faculty in the schools are found on slide 13.

Information on average academic year teaching loads for tenure-track and non-tenure-track faculty for three selected years in CCAS, ESIA, GWSB, SEAS, and GSEHD is set forth in slides 15 and 16. The number of students and sections taught and by whom (tenure-track, non-tenure track, part-time, visiting, and graduate teaching assistants) in these five schools is

contained in slides 17 and 18. Average teaching load trend conclusions are set forth on slide 19.

With respect to class sizes and the distribution of course sections (undergraduate, graduate, and other) in CCAS, ESIA, GWSB, SEAS, GSEHD, and the CPS, information is provided in slides 21-24. Slide 25 describes the distribution of course sections by type and average enrollment. Conclusions for this portion of the report appear on slide 26.

The section dealing with faculty salaries, gender and AAUP comparisons begins on slide 27 and continues to slide 34. AAUP information is set forth on slides 35-39, and observations about these data appear on slide 40. Overall student-to-faculty member ratio information is described in slides 41 and 42.

Information concerning undergraduate enrollment trends, on- and off-campus, and the evolution of applicants to freshman matriculation is provided in slides 43-48. Overall enrollments appear stable. Evolution of SAT Scores from Application to Matriculation (Verbal and Math – Medians/Number) and the percentage in the top 10% of their High School Class appears on slides 49-52. Further information on Matriculated Undergraduate SAT verbal and math scores (Medians/Number) and the same information for ACT scores are provided in slides 53-56. Conclusions concerning undergraduate enrollment trends are contained in slide 57.

Enrollment trends for graduate certificate programs on- and off-campus, appear on slides 58 – 62. Extensive information on enrollment trends in Master's Degree programs appear on slides 63 – 68. GRE score tabulations appear on slides 69 and 70 and GMAT information is set forth on slide 71.

Slides 72 – 76 provide information on the number and percent of applicants to Master's Degree programs and the number and percent matriculated. Conclusions concerning enrollment trends in Master's Degree Programs appear on Slide 77.

Enrollment trends in Doctoral Degree programs begin on slide 78, with information presented in the same categories as that for Master's Degree Programs. Conclusions on trends in this area appear on slide 92.

In the Law and Medical Areas, enrollment trends in professional degree programs are set forth in slides 93-98 (for the Law, Medical and Public Health Schools). Conclusions concerning this section appear on slide 99.

REPORT OF THE EXECUTIVE COMMITTEE

Professor Arthur E. Wilmarth, Jr., Chair, presented the report of the Executive Committee which is enclosed. The Faculty Senate Report to the Academic Affairs Committee of the Board of Trustees at its February meeting was also distributed at the meeting (that report is enclosed.)

In the section pertaining to the Dean's Search process in the School of Public Health and Health Services, Professor Windsor commented that the discussion in the School

Leadership Committee resulted in an election in which each existing department had the opportunity to elect one person from the department in any rank. Seven people were thus elected. Approximately a week to ten days ago, four additional members of the Leadership Committee were elected, one from each of the tenured, research, non-tenure-accruing, and contract ranks.

Professor Windsor said he thought it was accurate to say that the School now has a group of faculty who have been selected to review the draft search procedures document that Vice President Lehman discussed with the faculty last month and once this is done it will be brought back to the Senate. He added that he hoped this would occur in a reasonable amount of time.

INTERIM REPORTS OF SENATE STANDING COMMITTEES

Interim reports were received from the Appointment, Salary and Promotion Policies Committee and the Educational Policy Committee. Both reports were distributed at the meeting. (The reports are attached.)

CHAIR'S REMARKS

Vice President Lehman said he thought the meeting of the Board of Trustees was superb and was probably one of the best ones he had been involved in over many years. He added that he thought the University has a very serious working Board that is really trying very hard to make GW a great University, and that he was very pleased with the seriousness with which they are taking their responsibilities.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Griffith said he thought there were a number of recommendations that were going to be presented to the Board, and he asked if Vice President Lehman could comment with regard to decisions about Square 54 and the budget recommendations. Vice President Lehman responded that the Board, as previously reported, accepted the valuation determined for Square 54, and the report of the Finance and Audit Committee was also accepted. The only things that were voted on in the sense of budgetary matters was the request for planning and design funds for the Science and Engineering Complex and our proposed tuition funding. Both of these were approved. Other budget decisions are made at the May meeting of the Board. Professor Griffith then said asked if there had been any surprises, and Vice President Lehman confirmed that there had been none.

ADJOURNMENT

There being no further business before the Senate, the meeting was adjourned at 5 p.m.

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

The George Washington University

The George Washington University
Committee on Finance & Audit
Second Quarter Report
FY 09

Office of the Executive Vice
President and Treasurer

February 11, 2009

The George Washington University

University Second Quarter Report FY 09

The University is projected to end the fiscal year with a balanced budget.

Revenues are projected to be \$2.9 million better than budget. The increase in revenue is attributed to additional enrollment and higher student housing occupancy offset by lower contribution revenue.

Expenses are \$5.7 million above budget. Of this amount \$2.9 million is funded by additional revenues and \$2.8 million is funded from reserves, including funding for the Unified Web Presence and e-procurement projects. Both initiatives support the Strategic Plan.

The University's website is the point of entry for current and prospective students, their parents, and others desiring to learn more about the institution. The Unified Web Presence project will improve GW website navigation allowing users to find desired content and functionality with ease. The project will also provide a new dynamic technology platform that will significantly improve content management ability. The e-Procurement initiative will enable us to systematically maintain product preferences and pricing agreements with vendors, thereby ensuring we receive the standard of goods and services we expect at the lowest possible cost.

The George Washington University

University Second Quarter Report FY 09

(Dollars in Millions)

	Approved Budget ⁽¹⁾	1st Quarter Forecast	2nd Quarter Forecast	Variance
Revenue	\$ 573.7	\$ 580.2	\$ 576.7	\$ 3.0
Expenses	544.6	551.1	\$ 550.4	(5.8)
Other Changes in Net Assets	(29.1)	(29.1)	\$ (26.3)	\$ 2.8
OPERATING RESULTS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

- (1) The Approved Budget has been restated to reflect budget reallocations within expense categories that have no impact on the operating results.

The George Washington University

University Second Quarter Report FY 09

The University is projected to end the year with a balanced budget.

Revenue is \$2.9 million higher than the approved budget and \$3.6 million below the first quarter forecast.

Net Tuition and Fees revenue is \$5.7 million above budget:

- \$2.0 million in additional undergraduate and graduate revenue from enrollment. No change from the first quarter forecast.
- \$3.7 million in off campus revenue which is \$1.0 million higher than the first quarter forecast.
- \$4.1 million in additional Law School tuition revenue offset by financial aid.

Auxiliary Enterprise revenue is projected to be \$1.8 million above budget primarily due to an increase in student housing revenue resulting from additional undergraduate enrollment. No change from the first quarter forecast.

Contributions Net revenue is estimated to be \$16.9 million, which is \$3.8 million above the prior year but \$4.8 million below budget.

Total Expenses are forecasted to be \$5.7 million above budget and \$0.7 million below the first quarter forecast. The major variances include:

Compensation expense is \$0.6 million below the approved budget and \$1.0 million below the first quarter forecast. The increases to bring the average Assistant Professor salary to the 80th percentile of the AAUP average and Global Media Institute staffing were offset by savings in other areas of the budget.

Purchased Services expense is projected to be \$3.5 million over the approved budget and \$0.3 million over the first quarter forecast. The variance reflects \$2.5 million for IT projects, including the next phase of the Unified Web Presence project, the e-Procurement initiative, and cable TV upgrades; \$2.0 million for additional off campus program costs; and \$1.5 million in regulatory and compliance costs. These increases are offset by lower Study Abroad provider payments due to lower enrollment.

Equipment expense is \$1.4 million above budget and \$0.8 million lower than the first quarter forecast due to costs associated with expansion of the wireless network and carryover funding.

Bad Debts expense is \$0.6 million below budget reflecting improved management of receivables.

Other expense is \$2.0 million over budget. Most of the change reflects reallocations within expense categories that have no bottom line impact.

Debt Service is expected to be \$2.2 million below budget as a result of interest rate savings.

Support/Investment is projected to be \$2.2 million below budget. The variance includes \$4.4 million of transfers to the operating budget:

- \$0.7 million from academic reserves related to the carryover of prior year funds
- \$3.7 million from administrative reserves for the Unified Web Presence and E-Procurement projects and funding carried over from the prior year

These transfers are offset by a \$2.2 million addition to reserves as a result of debt service savings.

The George Washington University

University Second Quarter Report FY 09

(Dollars in Thousands)

	Approved Budget ⁽¹⁾	1st Quarter Forecast	2nd Quarter Forecast	Variance
REVENUES				
Student Tuition & Fees	582,715	592,771	593,725	11,010
Less University Funded Scholarships	(148,200)	(153,342)	(153,497)	(5,297)
Net Student Tuition & Fees	434,515	439,428	440,228	5,713
Indirect Cost Recoveries	10,088	9,293	9,771	(317)
Auxiliary Enterprises	89,039	90,855	90,811	1,772
Contributions Net	21,639	21,639	16,839	(4,800)
Other Income	18,420	19,004	18,991	571
Total Revenues	573,700	580,219	576,640	2,940
EXPENSES				
Salaries & Wages	293,331	293,709	291,961	1,370
Fringe Benefits	69,595	69,578	70,371	(776)
Purchased Services	76,482	79,733	80,022	(3,540)
Supplies	7,464	7,603	8,246	(782)
Equipment	14,674	16,869	16,078	(1,404)
Bad Debt	3,000	3,000	2,390	610
Occupancy	45,566	45,778	44,429	1,137
Scholarships & Fellowships	8,132	8,317	8,110	22
Communications	4,855	4,853	4,868	(13)
Travel & Training	11,720	11,890	12,111	(391)
Other	9,823	9,774	11,791	(1,968)
Total Expenses	544,642	551,104	550,377	(5,735)
OTHER (DECREASES)/INCREASES IN NET ASSETS				
Debt Service & Mandatory Purposes	(53,095)	(51,462)	(50,873)	2,222
Endowment Support	35,028	35,028	35,108	81
Capital Expenditures	(11,597)	(11,560)	(13,269)	(1,672)
Support/Investment	607	(1,121)	2,771	2,164
Total Other Changes in Net Assets	(29,058)	(29,115)	(26,263)	2,795
OPERATING RESULTS	0	0	0	0

- (1) The Approved Budget has been restated to reflect budget reallocations within expense categories that have no impact on the operating results.

The George Washington University

University Second Quarter Report FY 09

Endowment Budget Support University and Medical Center

(Dollars in Thousands)

	FY 08	Estimated FY 09		
		As of May ⁽⁵⁾	As of September ⁽⁶⁾	As of December ⁽⁷⁾
Market Value of Endowment ⁽¹⁾				
Beginning of Year	1,147,451			
End of Year	1,256,433			
Average	1,201,942	1,088,883	1,205,120	1,138,268
Average excl. Square 54	1,120,842	1,088,883	1,042,920	976,068
Gifts Designated for Endowment ⁽²⁾	17,744		4,670	6,831
University Additions ⁽³⁾	4,220		(136)	902
Base Payout	43,597	45,324	45,459	45,533
Supplemental Payout:				
Strategic Plan	4,695	4,900	4,900	4,900
Development	1,000	1,000	1,000	1,000
Supplemental Payout	5,695	5,900	5,900	5,900
Total Payout excl. Square 54	49,292	51,224	51,359	51,433
Annual Payout Rate excl. Square 54	4.4%	4.7%	4.9%	5.3%
Square 54 Payout ⁽⁴⁾	4,546		5,741	5,741
Total Payout incl. Square 54	53,838	51,224	57,100	57,174
Annual Payout Rate incl. Square 54	4.5%	4.7%	4.7%	5.0%

(1) Net of liabilities.

(2) Cash basis.

(3) Payout reinvested and University funds transferred to the endowment.

(4) Reimbursement of the cost of preparing the site for development.

(5) Market value as of March 31, 2008. Base payout based on funds invested as of March 2008 and a payout rate of \$3.38 per unit.

(6) Average market value for the first three months of FY 09. Base payout based on funds invested as of September 2008 and a payout rate of \$3.38 per unit.

(7) Average market value for the first six months of FY 09. Base payout based on funds invested as of December 2008 and a payout rate of \$3.38 per unit.

University Second Quarter Report FY 09

Development and Alumni Relations Staffing Status

(Dollars in Thousands)

	Final FY08	First Quarter	Second Quarter
Development and Alumni Relations			
Positions (#):			
Filled	126	138	141
In recruitment	<u>14</u>	<u>12</u>	<u>8</u>
Total ⁽¹⁾	140	150	149
Positions (\$):			
Filled	\$9,038	\$10,250	\$10,337
In recruitment	<u>988</u>	<u>854</u>	<u>475</u>
Total ⁽²⁾	\$10,026	\$11,104	\$10,812
Development and Alumni Relations including Law and Medical Schools			
Positions (#):			
Filled	141	152	158
In recruitment	<u>16</u>	<u>16</u>	<u>12</u>
Total	157	168	170
Positions (\$):			
Filled	\$10,250	\$11,438	\$11,631
In recruitment	<u>1,127</u>	<u>1,169</u>	<u>729</u>
Total	\$11,377	\$12,607	\$12,360

(1) Total excludes two positions funded by ESIA and CCAS.

(2) Data reflects annual salaries as of December 22, 2008, and excludes fringe benefits or merit. In recruitment reflects active postings on the GW job web site on December 22, 2008. Total excludes salaries in the Law and Medical Schools.

The George Washington University

University Second Quarter Report FY 09 Development and Alumni Relations

Through December, Development and Alumni Relations had total expenditures of \$10.2 million. Year-to-date expenditures are \$1.1 million under budget and \$3.0 million over December 2007. Operating expense accounts for \$611,000 of the quarter-end surplus. This favorable variance is largely a function of timing. Spending is anticipated to increase during the second half of the year due to scheduled fundraising events, but annual spending is expected to be within budget.

The balance of the division's surplus is attributed to compensation and is driven primarily by vacancies in staff positions, and, to a lesser extent, student positions.

(Dollars in Thousands)

<i>Development and Alumni Relations:</i>				
	<u>Actuals thru</u> <u>Dec 2008</u>	<u>Budget thru</u> <u>Dec 2008</u>	<u>YTD</u> <u>Variance</u>	<u>Annual</u> <u>Budget</u>
Course Fee and Other Non-Contribution Revenue	88	132	(44)	266
Expenditures				
Compensation	6,638	7,172	534	14,215
Operating Expenses	<u>3,573</u>	<u>4,185</u>	<u>612</u>	<u>8,369</u>
Total Expenditures	10,211	11,357	1,146	22,584
Net Surplus/(Deficit)			<u><u>1,102</u></u>	

For informational purposes, the consolidated Development budget, which includes the Law and Medical School Development offices, is summarized below.

<i>Development and Alumni Relations including Law & Medical Schools:</i>				
	<u>Actuals thru</u> <u>Dec 2008</u>	<u>Budget thru</u> <u>Dec 2008</u>	<u>YTD</u> <u>Variance</u>	<u>Annual</u> <u>Budget</u>
Course Fee and Other Non-contribution Revenue	142	152	(10)	306
Expenditures				
Compensation	7,375	7,954	579	15,760
Operating Expenses	<u>3,977</u>	<u>4,658</u>	<u>681</u>	<u>9,316</u>
Total Expenditures	11,352	12,612	1,260	25,076
Net Surplus/(Deficit)			<u><u>1,250</u></u>	

FACULTY SENATE COMMITTEE
ON
APPOINTMENT, SALARY, AND PROMOTION POLICIES
INTERIM REPORT (2008-2009)

Assessment of faculty performance assessment. In the previous academic year, questions were raised regarding the existence and nature of faculty performance assessment practices at GW. Last year's ASPP Committee heard a presentation by David Costanza about the importance of distinguishing reviews geared to faculty evaluation from those geared to faculty development. The result of the discussion of Costanza's comments and related issues was the appointment of a joint subcommittee between ASPP and PEAf to work on these issues during the 2008-2009 academic year.

To clarify the charge to the joint subcommittee, at its first meeting ASPP discussed the range of possible topics that can be included under the idea of faculty performance assessment. It concluded that the subcommittee's charge this academic year should be limited to peer review evaluation of faculty teaching. The subcommittee began by reviewing peer review practices at market basket schools and is planning to ascertain what methods are currently in use in different academic units at GW. Its emphasis will be on identifying the types of peer review that are likely to contribute to better teaching, for example, whether reviewers need to be knowledgeable in the field being taught, other qualifications of peer reviewers, and the content of constructive peer review evaluations. The subcommittee will also look at the relative importance that academic units accord student evaluations of teaching and peer reviews.

Procedures in the schools and departments for giving feedback to faculty on their Annual Reports. EVPAA Don Lehman reported to ASPP that Annual Reports, which are typically completed by faculty at the end of the spring semester, should be reviewed by the Department Chair (or by the Dean, in the Elliot and Law Schools) and should form the basis of a formal evaluation sheet completed by the Chair or Dean. This evaluation should include an assessment of the faculty member's performance in terms of the relevant (department, school, or program) strategic plan. He also stated that the evaluation should then be reviewed by the faculty member for factual accuracy exclusively, a stage that many academic units appear to skip. Department chairs then submit their evaluation forms, together with the Annual Reports, to the Dean. Afterward these, together with any comments from the Dean, should be returned to the Chair and should serve as the basis of a discussion of the faculty member's performance at a personal meeting between the faculty member and Chair. At the meeting, the faculty member has an opportunity to respond to the substance of the Chair's evaluation and the comments made by the Dean. (In the Elliot and Law Schools, there is only review by the Dean, followed by the personal meeting.) The faculty member then signs the Chair's evaluation, and it is sent the EVPAA's office for review and filing.

There appears to be significant variation among departments and schools as to how completely this procedure is followed. According to EVPAA Lehman, there is a small percentage of

contested evaluations. Some of these are due to errors not corrected by the chairs, presumably because the initial review by the faculty member for accuracy was skipped..

Raises are based on the annual reviews, but they are decided at a different time and with separate instructions from the EVPAA's office.

Working at home. The Committee was also asked to review and, if necessary, to develop rules for GW employees with respect to working at home. Val Berry (Vice-President, Human Resources) and John Rose (Director of Employee Benefits Administration, Human Resources) informed the Committee that there is a policy for working at home that is available on GW's web site, at http://www.gwu.edu/~hrs/manual/operating/alternate_content.html#considering. This policy requires a staff member to work with his or her department chair to create a written agreement outlining a regular schedule that includes working from home. The agreement would then have to be approved by the relevant Dean, the EVPAA, and HRS. Faculty are permitted to work at home whenever it is consistent with their responsibilities, and they do not have to obtain approval to do so.

Change in process for deducting certain premium and related deductions. At present, most faculty are paid their salary over nine months. Health and dental insurance premium payments and Flex Fund deductions (medical and child care) are deducted in nine equal amounts. For faculty who choose to have their salary paid on a twelve-month basis, the computer system must be adjusted manually to spread these deductions out in equal payments over the year. This has occasionally led to errors, with no deductions made in the summer months. The missed payments over the summer are accumulated and deducted in the fall, with the entire summer's deficiency deducted in the first salary check received in the fall or by some other method that captures the arrears.

To correct for the need to handle some faculty deductions manually and the resulting problems, HRS proposes a nine-month system for all faculty, e.g., deductions to be made January-May and September-December, with no deductions in the summer months. If the change is instituted in time for the February paychecks, there will be a slightly higher deduction in February 2009 for those on the twelve-month cycle to catch up for the amount not deducted in January 2009. Appropriate notice will be given to the affected faculty.

Report on Faculty Salaries. EVPAA Don Lehman reported to ASPP on faculty salaries. The Report was based on the attached handouts.

Respectfully,
Miriam Galston, Chair
ASPP
2/12/09

200 GW *Regular Faculty (Continuing and New)

TABLE 1

	Professors			Assoc			Professors			Asst			Professors			*Overall Average Salary			% Chg in \$
	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg	
Columbian College	107,641	112,467	4.5%	75,326	77,681	3.1%	63,535	65,601	3.3%	83,146	86,410	3.9%	83,146	86,410	3.9%	83,146	86,410	3.9%	8.9%
Education	103,770	110,559	6.5%	73,875	80,321	8.7%	61,932	63,042	1.8%	79,960	84,778	6.0%	79,960	84,778	6.0%	79,960	84,778	6.0%	13.2%
Elliott School	107,243	118,957	10.9%	72,887	85,234	16.9%	75,546	73,427	-2.8%	94,399	99,525	5.4%	94,399	99,525	5.4%	94,399	99,525	5.4%	23.0%
Engineering	122,020	131,453	7.7%	97,649	102,237	4.7%	90,656	92,861	2.4%	111,705	118,331	5.9%	111,705	118,331	5.9%	111,705	118,331	5.9%	4.6%
Business & Public Mgt	120,924	126,278	4.4%	97,741	103,961	6.4%	102,036	112,094	9.9%	107,440	114,695	6.8%	107,440	114,695	6.8%	107,440	114,695	6.8%	3.0%
Professional Studies**																			
Law School***	205,240	192,510	-6.2%	147,423	149,017	1.1%													
Public Hlth&Hlth Svc	128,003	139,466	9.0%	108,936	111,288	2.2%	79,124	82,622	4.4%	184,132	176,281	-4.3%	184,132	176,281	-4.3%	184,132	176,281	-4.3%	-0.9%
Total	123,936	128,533	3.7%	89,450	92,705	3.6%	72,132	75,070	4.1%	99,512	102,954	3.5%	99,512	102,954	3.5%	99,512	102,954	3.5%	7.9%
Total \$	41,890,501	44,600,952	6.5%	20,573,585	22,527,393	9.5%	15,652,704	17,191,102	9.8%	78,116,790	84,319,447	7.9%	78,116,790	84,319,447	7.9%	78,116,790	84,319,447	7.9%	
Columbian College	144	152	5.6%	115	120	4.3%	134	140	4.5%	393	412	4.8%	393	412	4.8%	393	412	4.8%	
Education	20	19	-5.0%	19	27	42.1%	20	17	-15.0%	59	63	6.8%	59	63	6.8%	59	63	6.8%	
Elliott School	22	22	0.0%	7	8	14.3%	7	12	71.4%	36	42	16.7%	36	42	16.7%	36	42	16.7%	
Engineering	49	47	-4.1%	12	13	8.3%	16	16	0.0%	77	76	-1.3%	77	76	-1.3%	77	76	-1.3%	
Business & Public Mgt	42	41	-2.4%	40	36	-10.0%	33	34	3.0%	115	111	-3.5%	115	111	-3.5%	115	111	-3.5%	
Subtotal	277	281	1.4%	193	204	5.7%	210	219	4.3%	680	704	3.5%	680	704	3.5%	680	704	3.5%	
Professional Studies																			
Law School	40	42	5.0%	23	25	8.7%				0	4		0	4		0	4		
Public Hlth&Hlth Svc	21	24	14.3%	14	14	0.0%	7	6	-14.3%	63	67	6.3%	63	67	6.3%	63	67	6.3%	
Total	338	347	2.7%	230	243	5.7%	217	229	5.5%	785	819	4.3%	785	819	4.3%	785	819	4.3%	
AAUP Percentiles	2006-07	2007-08	Pct Chg	2006-07	2007-08	Pct Chg	2006-07	2007-08	Pct Chg	2006-07	2007-08	Pct Chg	2006-07	2007-08	Pct Chg	2006-07	2007-08	Pct Chg	
90	134,510	140,065	4.1%	90,203	95,577	6.0%	77,394	81,221	4.9%	77,394	81,221	4.9%	77,394	81,221	4.9%	77,394	81,221	4.9%	
80	121,196	127,492	5.2%	85,878	89,692	4.4%	71,763	75,816	5.6%	71,763	75,816	5.6%	71,763	75,816	5.6%	71,763	75,816	5.6%	
70	116,383	119,365	2.6%	81,078	84,986	4.8%	68,523	72,187	5.3%	68,523	72,187	5.3%	68,523	72,187	5.3%	68,523	72,187	5.3%	
60	109,836	115,750	5.4%	77,825	81,678	5.0%	66,263	68,957	4.1%	66,263	68,957	4.1%	66,263	68,957	4.1%	66,263	68,957	4.1%	
50	104,971	110,209	5.0%	75,294	78,543	4.3%	64,184	66,989	4.4%	64,184	66,989	4.4%	64,184	66,989	4.4%	64,184	66,989	4.4%	
40	99,794	103,691	3.9%	72,560	75,707	4.3%	61,883	64,239	3.8%	61,883	64,239	3.8%	61,883	64,239	3.8%	61,883	64,239	3.8%	
30	95,255	98,351	3.3%	69,563	72,239	3.8%	59,497	61,825	3.9%	59,497	61,825	3.9%	59,497	61,825	3.9%	59,497	61,825	3.9%	
20	88,673	92,615	4.4%	67,086	69,433	3.5%	56,952	59,646	4.7%	56,952	59,646	4.7%	56,952	59,646	4.7%	56,952	59,646	4.7%	
10	82,365	85,638	4.0%	62,827	66,329	5.6%	53,749	56,617	5.3%	53,749	56,617	5.3%	53,749	56,617	5.3%	53,749	56,617	5.3%	
GWU overall 2006/07	128,533	80.8		92,705	85.1		75,070	78.6		75,070	78.6		75,070	78.6		75,070	78.6		
\$ to AAUP 80th		(\$361,227)			(\$732,159)			\$170,834			\$170,834			\$170,834			\$170,834		

* Excludes instructors and clinical law faculty.

** Data exclude CPS professors and associate professors because n < 3. (1 professor, 2 assocs)

*** Starting 2007-08, Law School salaries reported to AAUP no longer include summer stipends.

IR 4/24/08

[a101.1146]

AAUP FACULTY SALARY AVERAGES for MARKET BASKET SCHOOLS

(Ordered by 2007-08 overall average)

[a362.1404]

TABLE 2

IR 4/24/08

	Professors			Assoc			Asst			Composite			% Chg
	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg	% Chg in \$
NEW YORK UNIVERSITY	149,500	162,400	8.6%	91,200	102,600	12.5%	80,100	90,300	12.7%	115,048	131,619	14.4%	-11.5%
DUKE UNIVERSITY	142,000	152,600	7.5%	96,800	102,500	5.9%	82,400	87,300	5.9%	116,728	125,717	7.7%	8.2%
NORTHWESTERN UNIV	147,200	153,600	4.3%	97,500	100,500	3.1%	83,500	87,900	5.3%	119,243	124,157	4.1%	5.7%
WASHINGTON UNIVERSITY	145,100	150,800	3.9%	93,300	96,400	3.3%	77,200	80,000	3.6%	115,032	119,400	3.8%	6.7%
UNIV of SOUTHERN CAL	134,500	140,100	4.2%	92,000	93,600	1.7%	81,600	85,000	4.2%	110,825	114,675	3.5%	7.5%
GEORGETOWN UNIV	139,900	148,600	6.2%	89,100	95,400	7.1%	73,700	75,600	2.6%	108,815	114,568	5.3%	7.9%
EMORY UNIVERSITY	142,200	147,200	3.5%	90,100	93,400	3.7%	77,900	78,900	1.3%	109,390	112,796	3.1%	8.9%
VANDERBILT UNIV	135,400	140,300	3.6%	86,300	91,000	5.4%	67,200	69,500	3.4%	105,096	108,542	3.3%	4.2%
*** GW***	123,900	128,500	3.7%	89,400	92,600	3.6%	72,100	75,100	4.2%	99,421	102,923	3.5%	7.9%
UNIVERSITY of MIAMI	118,000	125,000	5.9%	79,000	83,000	5.1%	72,700	76,600	5.4%	95,737	101,176	5.7%	5.1%
SO METHODIST UNIV	121,000	124,400	2.8%	80,500	84,100	4.5%	72,300	78,500	8.6%	93,838	98,524	5.0%	5.7%
BOSTON UNIVERSITY	122,200	127,200	4.1%	81,700	86,000	5.3%	69,800	71,000	1.7%	94,266	97,930	3.9%	6.4%
TUFTS UNIVERSITY	118,500	122,700	3.5%	87,900	90,200	2.6%	70,800	73,300	3.5%	93,792	97,278	3.7%	2.4%
AMERICAN UNIVERSITY	127,400	136,100	6.8%	84,900	88,900	4.7%	64,300	67,900	5.6%	89,465	92,798	3.7%	5.1%
TULANE UNIVERSITY	116,000	119,800	3.3%	78,800	82,400	4.6%	63,400	66,100	4.3%	85,954	88,729	3.2%	-5.3%
*** GW***	123,900	128,500	3.7%	89,400	92,600	3.6%	72,100	75,100	4.2%	99,421	102,923	3.5%	7.9%
AAUP 80th percentile	121,196	127,492	5.2%	85,878	89,692	4.4%	71,763	75,816	5.6%				
\$ to AAUP 80th	(916,656)	(350,784)		(813,582)	(712,460)	+	(73,803)	163,964	=	(1,804,041)	(899,280)		
-n to AAUP 80th	8	3		9	8		1	(2)	=	18	9		
MARKET BASKET DATA													
MEAN of the schools#	132,779	139,343	4.9%	87,793	92,143	5.0%	74,064	77,707	4.9%	103,802	109,136	5.1%	
\$ to Market Basket Mean	3,009,981	3,773,364		(371,217)	(111,965)		430,116	597,003		3,456,378	5,106,892		
-n to Market Basket Mean	(23)	(27)		4	1		(6)	(8)		3,068,880	4,258,402		
MEDIAN of the schools#	134,950	140,200	3.9%	88,500	92,200	4.2%	73,200	77,550	5.9%	106,956	110,669	3.5%	
\$ to MB Median	3,745,950	4,071,600		(207,900)	(98,000)		240,900	561,050		5,945,115	6,367,212		
-n to MB Median	(28)	(29)		2	1		(3)	(7)		3,778,950	4,534,650		
Other Local Schools													
GEORGE MASON UNIV	120,500	126,700	5.1%	80,600	82,900	2.9%	64,900	68,900	6.2%	87,920	91,518	4.1%	9.5%
UNIVERSITY of MARYLAND	121,100	127,500	5.3%	84,200	89,500	6.3%	77,400	78,800	1.8%	100,947	105,497	4.5%	3.7%

excludes GW.

Source: AAUP Academe

Median Salaries for GW *Regular Faculty (Continuing and New)

Table 3

	Professors			Assoc	Professors		Asst	Professors	
	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg
Columbian College	100,440	102,598	2.1%	74,281	76,643	3.2%	63,398	64,456	1.7%
Education	104,772	106,916	2.0%	72,881	79,525	9.1%	61,338	63,606	3.7%
Elliott School	99,023	103,308	4.3%	71,328	76,444	7.2%	71,554	70,782	-1.1%
Engineering	118,817	125,805	5.9%	95,508	100,841	5.6%	91,704	93,017	1.4%
Business	115,750	119,550	3.3%	96,500	101,400	5.1%	99,750	107,550	7.8%
Law School**	195,981	185,800	-5.2%	152,960	152,275	-0.4%			
Public Hlth&Hlth Svc	130,618	142,732	9.3%	94,274	96,110	1.9%	78,307	77,334	-1.2%
Total	111,696	114,571	2.6%	81,011	83,496	3.1%	68,120	68,799	1.0%
Columbian College	141	148	5.0%	115	119	3.5%	136	140	2.9%
Education	19	19	0.0%	19	27	42.1%	20	17	-15.0%
Elliott School	21	20	-4.8%	8	8	0.0%	9	12	33.3%
Engineering	51	47	-7.8%	12	13	8.3%	16	16	0.0%
Business	42	40	-4.8%	39	36	-7.7%	33	33	0.0%
Subtotal	274	274	0.0%	193	203	5.2%	214	218	1.9%
Law School	40	41	2.5%	23	25	8.7%			
Public Hlth&Hlth Svc	21	24	14.3%	14	14	0.0%	7	6	-14.3%
Total	335	339	1.2%	230	242	5.2%	221	224	1.4%
2007-08 Quartiles	Q1	Q3		Q1	Q3		Q1	Q3	
Columbian College	91,968	117,118		72,000	83,236		57,770	71,341	
Education	97,982	122,688		69,364	85,000		58,001	65,946	
Elliott School	96,773	128,302		72,659	94,238		66,008	82,860	
Engineering	108,971	147,135		94,677	106,280		89,088	96,784	
Business	111,150	133,250		96,300	108,700		96,400	132,000	
Law School	169,750	219,270		136,280	166,730				
Public Hlth&Hlth Svc	102,160	177,464		84,625	129,343		70,990	99,951	
Total	99,938	147,452		74,763	100,770		60,766	83,823	

* Excludes University Professors, instructors, clinical law faculty, SMHS and cells with fewer than three faculty.

** Starting 2007-08, Law School salaries reported to AAUP no longer include summer stipends.

IR 4/24/08

[a151.N193]

COMMITTEE ON EDUCATIONAL POLICY

INTERIM REPORT

February 5, 2009

The Faculty Senate Committee on Educational Policy has held four meetings since September 2008. The Committee addressed the following matters.

Class Attendance Policy

At the request of the Faculty Senate Executive Committee, the Educational Policy Committee reviewed a draft of the undergraduate student Class Attendance Policy forwarded by Chief Academic Operating Officer, Dr. Craig Linebaugh. The proposed policy had been reviewed by the Council of Deans and the Council of Associate Deans.

With one emendation and one minor clarification, the Educational Policy Committee supported the proposed policy.

Academic Calendar

Pursuant to established procedures, the Educational Policy Committee reviewed the Academic Calendar (Fall 2010- Spring 2015), as developed by the University Academic Calendar Committee.

The Educational Policy Committee recommended one major change, the cancellation of classes on the Wednesday before Thanksgiving. The recommendation was forwarded to the University Academic Calendar Committee.

Undergraduate Advising

One of the assignments undertaken by the Committee is a review of undergraduate advising across schools.

A four-person subcommittee (Professors Eisen, Doebel, Seavey and SA representative Little) reviewed a report of the Columbian College Special Committee on Advising and other applicable documents. Their initial focus has been on Colonial Inauguration with respect to scheduling, advising, and registration as well as the enhancement of the academic content of Colonial Inauguration. To that end, the Subcommittee members have been actively participating

in the meetings of the Special Task Force on Colonial Inauguration and providing updates to the Committee with respect to ongoing discussions and proposals.

Degree Audit

The Committee met with Vice President Lenn, at his request, to provide their views and responses on the establishment of a degree audit system. Faculty and staff throughout the University have participated in similar discussions.

Faculty Copyright Risks

The Educational Policy Committee has continued to work on a matter initially addressed by the Committee during the 2007-2008 Senate session, faculty copyright concerns and risks.

At its January meeting the Committee approved its draft of a resolution on copyright risks, and forwarded it to the Faculty Senate Committee on Libraries. The latter has approved the resolution. The joint committee resolution has been forwarded to the Faculty Senate Executive Committee.

Members of the Committee:

Lowell Abrams
Maria De La Fuente
Hartmut Doebel
Laura Eisen
Mikkyoung Kim
Lilien Robinson, Chair
Ormond Seavey
Barbara von Barghahn



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Academic Affairs

Core Indicators of Academic Excellence

Faculty Counts and Characteristics
Faculty Teaching
Faculty External Research Support
Faculty Achievements

Undergraduate Enrollment Trends
Graduate Enrollment Trends

Data as of 13 January 2009

Faculty Senate Report
Executive VP for Academic Affairs Donald R. Lehman
13 February 2009



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Academic Affairs

Faculty Composition



**Regular Active Status Faculty
Numbers (NTT and TT – Occupied Lines)**

Academic Affairs

School	2008	2007	2006	2005	2004	2002	2000	1998
CCAS	429	434	410	409	420	399	374	360
ESIA	49	47	44	44	44	41	39	36
SB	118	114	121	122	122	131	123	116
SEAS	80	80	81	81	85	85	76	71
GSEHD	70	69	66	73	70	71	68	64
Totals	746	744	722	729	741	727	680	647

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**Regular Active Status Faculty
Numbers (NTT/TT – Occupied Lines)**

Academic Affairs

School	2008	2007	2006	2005	2004	2002	2000
CCAS	113/316 26.3%	112/322 25.8%	102/308 24.9%	101/308 24.7%	108/312	102/297	75/299
ESIA	11/38 22.4%	8/39 17.0%	6/38 13.6%	6/38 13.6%	7/37	6/35	6/33
SB	16/102 13.6%	18/96 15.8%	21/100 17.4%	22/100 18.0%	22/100	29/102	22/101
SEAS	8/72 10.0%	7/73 8.8%	5/76 6.2%	5/76 6.2%	7/78	9/76	11/65
GSEHD	23/47 32.9%	26/43 37.7%	25/41 37.9%	30/43 41.1%	29/41	29/42	26/42
Totals	171/575 22.9%	171/573 23.0%	159/563 22.0%	164/565 22.5%	173/568 23.3%	175/552 24.07%	140/540 20.6%

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Regular Active Status Faculty Numbers (NTT and TT – Occupied Lines)

Academic Affairs

School	2008	2007	2006	2005	2004	2003	2002	2001	2000
CPS	14	12	8	3	3	2	2	0	0
Law	79	79	79	76	76	71	75	74	72
SMHS	94	85	88	89	83	84	85	87	93
MFA	193	194	176	169	177				
CNMC	289	271	243	239	262				
SPHHS	43	44	48	50	50	38	38	34	29
Totals	712	685	642	626	651	195	200	195	194

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Regular Active Status Faculty Numbers (NTT/TT – Occupied Lines)

Academic Affairs

School	2008	2007	2006	2005	2004	2003	2002	2000
CPS	13/1 92.9%	11/1 91.7%	7/1 87.5%	3/0 100%	3/0	2/0	2/0	0/0
Law	10/69 12.7%	11/68 13.9%	11/68 13.9%	11/65 14.5%	11/65	11/60	13/62	14/58
SMHS	35/59 37.2%	27/58 31.8%	31/57 35.2%	32/57 36.0%	31/52	32/52	30/55	41/52
MFA	158/35 81.9%	159/35 82.0%	140/36 79.5%	131/38 77.5%	134/43			
CNMC	211/78 73.0%	195/76 72.0%	164/79 67.5%	159/80 66.5%	180/82			
SPHHS	23/20 53.5%	26/18 59.1%	28/20 58.3%	31/19 62.0%	30/20	21/17	25/13	15/14
Totals	81/149 35.2%	75/145 34.1%	77/146 34.5%	77/141 35.3%	75/137 35.4%	66/129 33.8%	70/130 35.0%	70/124 36.1%

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**Limited Service Faculty
Numbers (Excluding Research and Visiting)**

Academic Affairs

School	2008	2007	2006	2005	2004	2003	2002	2001
CCAS	492	489	560	571	573	572	534	585
ESIA	82	68	68	58	62	49	42	51
SB	59	81	70	80	90	80	80	74
SEAS	83	79	75	77	90	91	110	89
GSEHD	107	100	105	95	101	86	74	71
Totals	823	817	878	881	916	878	840	870

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**Limited Service Faculty
Numbers
(Excluding Research, Visiting, and Affiliated)**

Academic Affairs

School	2008	2007	2006	2005	2004	2003	2002	2001
CPS	57	59	32	26	21	0	0	0
Law	191	178	170	161	138	136	106	139
SMHS	1,594	1,606	1,578	1,556	1,652	1,644	1,718	1,675
SPHHS	240	228	245	231	208	190	198	180
Totals	2,077	2,071	2,025	1,974	2,019	1,970	2,022	1,994

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Research Faculty

Academic Affairs

School	2008	2007	2006	2005	2004	2003
CCAS	28	21	26	27	29	31
ESIA	3	4	2	2	1	1
SB	4	4	4	2	1	3
SEAS	10	12	15	12	13	15
GSEHD	6	7	8	8	7	7
CPS	2	1	2	0	0	0
LAW	0	1	1	3	2	1
SMHS	36	43	43	47	55	57
SPHHS	49	39	30	34	33	41
TOTAL	138	132	131	135	141	156

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Regular Full Time Faculty Trends in Female and Minority Faculty

Academic Affairs

School	TOTAL 08/09 Number	MEN			WOMEN			MINORITY		
		08/09 Number	Change from 03/04 Percent	Number	08/09 Number	Change from 03/04 Percent	Number	08/09 Number	Change from 03/04 Percent	Number
CCAS	421	249	1.6%	4	172	12.4%	19	80	23.1%	15
SB	112	77	-10.5%	-9	35	29.6%	8	30	20.0%	5
CPS	12	9	N/A	9	3	N/A	3	1	N/A	1
ESIA	46	34	9.7%	3	12	33.3%	3	6	20.0%	1
SEAS	76	68	-8.1%	-6	8	-33.3%	-4	19	5.6%	1
GSEHD	67	29	-12.1%	-4	38	22.6%	7	11	0.0%	0
LAW	74	49	6.5%	3	25	31.6%	6	13	30.0%	3
SMHS	279	169	7.6%	12	110	19.6%	18	63	18.9%	10
SPHHS	42	27	12.5%	3	15	36.4%	4	4	0.0%	0
UNIV	11	10	66.7%	4	1	N/A	1	1	N/A	1
TOTAL	1140	721	2.7%	19	419	18.4%	65	228	19.4%	37

Excludes Deans and Associate Deans. SMHS includes MFA faculty.

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Faculty Trends

(Excluding Law and the Medical Center)

Academic Affairs

- 1998 → 2008: Regular-Active-Status faculty members have grown by 15.3 (99).
- 1998 → 2008: R-A-S faculty members have grown by 69 in CCAS (19.1% increase), whereas ESIA has grown by 13, SEAS by 9, GSEHD by 6, and GWSB by 2 faculty members.
- 2000 → 2008: The percentage of R-A-S NTT appointments to all R-A-S appointments remains ~23% (outside of Law, CPS, and the Medical Center). If Law, the Medical Center (excluding affiliates), and CPS are included, the percentage is 25.8%.
- 2000 → 2008: GSEHD's NTT/TT ratio in percent has improved to 32.9% from the a high of 41.4% in 2004.
- 2001 → 2008: Limited-Service faculty appointments have decreased by 47. Two very large freshman classes (2001 and 2004) led to abrupt increases (Most L-S faculty members teach on a per-course basis).

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Faculty Trends

(CPS, Law, SMHS, and SPHHS)

Academic Affairs

- CPS's growth in R-A-S faculty members reflects the growth of their own program offerings.
- 2000 → 2008: The Law School's R-A-S faculty members have grown by 9.7% (7), while their Limited-Service faculty members have grown by 37.4% (52).
- 2000 → 2008: In SMHS, the numbers of R-A-S and Limited-Service faculty members have remained steady.
- 2000 → 2008: SPHHS's NTT/TT ratio in percent has decreased by 11.5 percentage points from a high of 65.7% (2002) to 53.5%.

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Faculty Trends

(All Colleges and Schools)

Academic Affairs

- SPHHS has the largest number (49) of research faculty members followed by SMHS (36). SPHHS has a total of 43 R-A-S faculty members and 49 research faculty members. Outside the Medical Center, the school with the largest number of research faculty members is CCAS with 28.
- 2003 → 2008: The percentage of minority faculty members has increased by 19.4% (37), leading to an overall total percentage of 20% across all schools (228 out of a total of 1,140) compared to 18.1% in 2003 (191 out of a total of 1,056).
- 2003 → 2008: The percentage of women faculty members has increased by 3.2% to 36.7% (419 out of 1,140) compared to 33.5% in 2003 (354 out of 1,056).

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Academic Affairs

Teaching Loads

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Average AY Teaching Loads (NTT/TT)

Academic Affairs

School	1996-97			2001-02			2006-07	
	Courses	Hours		Courses	Hours		Courses	Hours
CCAS	4.00/	12.06/		4.67/	14.00/		4.44/	14.29/
	3.70	11.08		3.60	10.92		3.48	10.59
ESIA	2.40/	7.20/		2.67/	7.67/		2.00/	5.60/
	3.70	11.09		3.65	11.00		3.00	8.88
GWSB	4.75/	14.25/		4.74/	12.98/		5.10/	13.73/
	4.63	13.38		4.55	12.66		4.07	11.22
SEAS	2.29/	6.71/		3.82/	11.27/		4.25/	12.75/
	3.76	11.22		3.32	9.82		3.77	10.82
GSEHD	4.45/	13.36/		3.73/	11.05/		4.05/	11.85/
	3.97	11.93		3.18	9.50		3.29	9.68

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Average AY Teaching Loads (NTT/TT)

Academic Affairs

School	2007-08	
	Courses	Hours
CCAS	4.67/	15.28/
	3.47	10.41
ESIA	3.67/	9.33/
	3.47	10.27
GWSB	4.61/	12.42/
	4.08	11.55
SEAS	3.67/	10.00/
	3.45	10.00
GSEHD	3.26/	9.26/
	3.80	11.40

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Number of Students Taught and by Whom (# Sect/# Students)

Academic Affairs

Fall 2007 – All Campuses	TT	NTT	PT/GTA/ Visitors	Totals
# of faculty members in each category	470	142	796	1,408
CCAS/ESIA	550/17,497	208/5,156	895/20,570	1,653/43,223
GWSB	178/6,007	44/1,179	105/3,448	327/10,634
SEAS	115/2,088	11/215	105/2,059	231/4,369
GSEHD	72/1,005	46/630	120/1,579	238/3,214

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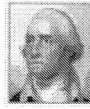
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Number of Students Taught and by Whom (# Sect/# Students)

Academic Affairs

Fall 2008 – All Campuses	TT	NTT	PT/GTA/ Visitors	Totals
# of faculty members in each category	474	150	810	1,434
CCAS/ESIA	524/17,153	263/5,394	828/20,135	1,615/42,682
GWSB	192/6,708	40/1,213	102/3,203	334/11,124
SEAS	121/2,168	10/193	109/2,347	240/4,708
GSEHD	78/991	30/330	148/1,948	256/3,269

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Average Teaching Load Trends

Academic Affairs

- Average teaching loads for TT faculty members in all schools except GWSB are less than 2-2.
- CCAS, ESIA, and SEAS TT faculty members have the lightest teaching loads, which on average are between 2-2 and 2-1 with GSEHD almost at the same level.
- NTT faculty members have average teaching loads ranging from between 2-2 and 2-1 in ESIA to almost 3-2 in CCAS and GWSB.
- Average teaching loads for TT faculty members have become increasingly lighter over the last ten years in all schools.
- The FT faculty members (TT + NTT) teach the majority of the students (55.3%) and course sections (51.4%).

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Academic Affairs

Class sizes and distributions

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Distribution of Course Sections
Total = Ugrad + Grad + Other

Academic Affairs

School	2008	2007	2006	2005	2004	2003	2001	1998
CCAS	1,987	2,035	2,022	2,098	2,109	2,041	1,991	1,733
ESIA	147	131	110	100	101	97	74	45
GWSB	345	345	353	349	378	387	447	417
SEAS	299	286	299	306	314	319	315	316
GSEHD	267	243	218	229	227	227	221	205
CPS	98	101	78	36	36	23	0	0
Totals	3,143	3,141	3,080	3,118	3,165	3,094	3,048	2,716

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Distribution of Course Sections
Undergraduate

Academic Affairs

School	2008	2007	2006	2005	2004	2003	2001	1998
CCAS	1,212	1,241	1,235	1,252	1,283	1,227	1,216	1,055
ESIA	36	23	15	16	16	12	8	4
GWSB	114	120	122	123	136	137	142	108
SEAS	73	69	72	76	82	81	75	74
GSEHD	5	2	1	1	2	1	11	11
CPS	12	16	16	11	13	6	0	0
Totals	1,452	1,471	1,461	1,479	1,532	1,464	1,452	1,252

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Distribution of Course Sections Graduate

Academic Affairs

School	2008	2007	2006	2005	2004	2003	2001	1998
CCAS	347	362	362	424	418	418	371	320
ESIA	96	90	81	70	70	70	53	30
GWSB	205	196	209	218	231	234	276	272
SEAS	168	164	173	178	181	190	186	187
GSEHD	262	241	217	228	225	226	209	193
CPS	86	85	62	25	23	17	0	0
Totals	1,164	1,139	1,104	1,143	1,148	1,155	1,095	1,002

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Distribution of Course Sections Number of each Type

Academic Affairs

Type	2008	2007	2006	2005	2004	2003	2001	1998
Lab/Etc.- Ugrad	506	511	500	486	463	458	475	429
Lab/Etc.- Grad	12	12	9	4	9	10	12	25
Lower	701	719	737	780	839	792	799	689
Upper	751	752	724	699	693	672	653	563
Grad	1,164	1,139	1,104	1,143	1,148	1,155	1,095	1,002
Other	9	8	6	6	13	7	14	8
Total	3,143	3,141	3,080	3,118	3,165	3,094	3,048	2,716

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Distribution of Course Sections Type and Average Enrollment

Academic Affairs

Type	2008	2007	2006	2005	2004	2003	2001	1998
Lab/Etc.	20.9	20.0	20.1	20.4	20.2	19.9	20.3	19.3
Lower	33.5	32.4	34.5	33.9	32.5	32.6	32.6	30.2
Upper	28.1	27.9	28.1	28.3	27.8	27.8	24.9	22.5
Grad	17.8	17.6	17.6	16.4	15.9	16.1	16.4	16.3
Other	17.7	26.8	40.2	17.2	24.8	20.3	17.2	16.4
Overall	24.2	24.0	24.6	24.0	23.5	23.4	23.1	21.6

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Course Sections -- Conclusions

Academic Affairs

- 427 more sections were taught in Fall 2008 compared to Fall 1998 – a 15.7% increase.
- Of the 427 sections, 200 were undergraduate and 162 were graduate, with the undergraduate being 12 lower level, 188 upper level, along with 77 labs/etc. CPS now contributes 101 sections to the net total.
- Since 1998, CCAS has added 254 sections, compared to the high point of 376 more in 2004. ESIA and GSEHD are now teaching 102 and 62 more sections, respectively. GWSB and SEAS have fewer sections being taught by 72 and 17, respectively.
- Largest one-year increase in lower level – 2001!
- Largest one-year increase in upper level – 2001!
- Except for upper level undergraduates (24.9% increase), class size has remained approximately stable. The growing number of course sections has compensated almost proportionately.

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Academic Affairs

Faculty Salaries Gender and AAUP Comparisons

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2007-08 Faculty Salaries by Gender

Academic Affairs

Assistant Professors	Number		Mean		Median		Quartile 1		Quartile 3	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
CCAS Humanities	35	32	61,691	62,291	60,766	59,859	55,900	55,100	67,315	68,858
CCAS Physical Sciences	10	17	64,229	69,428	61,935	68,664	58,690	65,500	69,847	75,014
CCAS Social Sciences	22	24	71,819	67,875	70,916	68,502	64,000	61,273	80,850	73,970
Education	12	5	62,957	63,245	63,023	64,000	55,679	63,000	66,005	64,075
Elliott School	6	6	72,469	74,386	70,783	73,045	66,000	66,016	74,706	86,148
Engineering	7	9	96,092	90,348	96,343	91,794	90,876	87,300	101,313	93,520
Business	18	16	118,969	104,359	114,850	97,850	102,900	91,150	138,100	121,250
Law School	0	0								
Public Hlth&Hlth Svc	4	2	81,402		77,334		73,962		88,843	
Total	114	111								

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2007-08 Faculty Salaries by Gender

Academic Affairs

Associate Professors	Number		Mean		Median		Quartile 1		Quartile 3	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
CCAS Humanities	26	20	75,699	72,442	74,800	73,605	66,875	68,575	83,761	76,652
CCAS Physical Sciences	8	17	76,573	75,036	77,611	76,220	75,173	72,900	79,857	77,423
CCAS Social Sciences	26	22	79,906	84,337	78,823	81,776	71,134	76,381	87,919	87,241
Education	16	11	77,915	83,821	79,094	79,525	71,525	68,059	83,165	91,107
Elliott School	2	6		88,164		78,488		71,816		105,000
Engineering	1	12		102,022		98,402		92,516		106,683
Business	7	29	103,771	104,007	94,800	102,100	87,000	97,900	125,000	106,300
Law School	11	14	136,194	159,091	143,460	164,000	130,000	137,600	154,970	173,642
Public Hlth&Hlth Svc	6	8	85,725	130,460	86,466	128,039	79,835	101,971	94,070	158,790
Total	103	139								

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2007-08 Faculty Salaries by Gender

Academic Affairs

Professors	Number		Mean		Median		Quartile 1		Quartile 3	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
CCAS Humanities	16	26	91,414	96,422	89,705	94,575	83,530	87,149	99,788	105,888
CCAS Physical Sciences	4	35	88,490	113,090	90,486	100,500	79,482	90,101	97,499	121,152
CCAS Social Sciences	13	54	115,361	119,180	109,701	111,813	102,894	101,220	127,994	132,485
Education	10	9	114,899	105,737	112,931	103,303	104,604	88,500	126,812	117,059
Elliott School	4	16	132,208	108,640	127,585	102,341	102,890	92,152	161,527	118,188
Engineering	3	44		130,708		124,638		108,307		146,825
Business	5	35	124,360	124,317	119,800	119,300	118,300	108,000	129,100	135,000
Law School	9	32	173,524	195,975	185,352	189,955	157,680	170,953	198,658	220,699
Public Hlth&Hlth Svc	6	18	141,672	138,730	145,277	142,732	120,901	100,266	203,188	168,999
Total	70	269								

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2007-08 GWU Regular Faculty* (Continuing and New)

Academic Affairs

Assistant Professors	Average Salary			Numbers		
	School	2006-07	2007-08	% Chg	2006-07	2007-08
	Columbian College	63,535	65,601	3.3%	134	140
	Education	61,932	63,042	1.8%	20	17
	Elliott School	75,546	73,427	-2.8%	7	12
	Engineering	90,656	92,861	2.4%	16	16
	Business	102,036	112,094	9.9%	33	34
	Professional Studies**		65,355			4
	Law School***					
	Public Hlth&Hlth Svc	79,124	82,622	4.4%	7	6
	Total	72,132	75,070	4.1%	217	229
	Total \$	15,652,704	17,191,102	9.8%		

* Excludes instructors and clinical law faculty.

** Data exclude CPS professors and associate professors because n < 3. (1 professor, 2 associates).

*** Starting 2007-08, Law School salaries reported to AAUP no longer include summer stipends.

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2007-08 GWU Regular Faculty* (Continuing and New)

Academic Affairs

Associate Professors	Average Salary			Numbers		
	School	2006-07	2007-08	% Chg	2006-07	2007-08
	Columbian College	75,326	77,681	3.1%	115	120
	Education	73,875	80,321	8.7%	19	27
	Elliott School	72,887	85,234	16.9%	7	8
	Engineering	97,649	102,237	4.7%	12	13
	Business	97,741	103,961	6.4%	40	36
	Professional Studies**					
	Law School***	147,423	149,017	1.1%	23	25
	Public Hlth&Hlth Svc	108,936	111,288	2.2%	14	14
	Total	89,450	92,705	3.6%	230	243
	Total \$	20,573,585	22,527,393	9.5%		

* Excludes instructors and clinical law faculty.

** Data exclude CPS professors and associate professors because n < 3. (1 professor, 2 associates).

*** Starting 2007-08, Law School salaries reported to AAUP no longer include summer stipends.

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2007-08 GWU Regular Faculty* (Continuing and New)

Academic Affairs

Professors School	Average Salary			Numbers		
	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg
Columbian College	107,641	112,467	4.5%	144	152	5.6%
Education	103,770	110,559	6.5%	20	19	-5.0%
Elliott School	107,243	118,957	10.9%	22	22	0.0%
Engineering	122,020	131,453	7.7%	49	47	-4.1%
Business	120,924	126,278	4.4%	42	41	-2.4%
Professional Studies**						
Law School***	205,240	192,510	-6.2%	40	42	5.0%
Public Hlth&Hlth Svc	128,003	139,466	9.0%	21	24	14.3%
Total	123,936	128,533	3.7%	338	347	2.7%
Total \$	41,890,501	44,600,952	6.5%			

* Excludes instructors and clinical law faculty.

** Data exclude CPS professors and associate professors because n < 3. (1 professor, 2 associates).

*** Starting 2007-08, Law School salaries reported to AAUP no longer include summer stipends.

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2007-08 GWU Regular Faculty* (Continuing and New)

Academic Affairs

All Faculty School	Overall Average Salary*			Numbers		
	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg
Columbian College	83,146	86,410	3.9%	393	412	4.8%
Education	79,960	84,778	6.0%	59	63	6.8%
Elliott School	94,399	99,525	5.4%	36	42	16.7%
Engineering	111,705	118,331	5.9%	77	76	-1.3%
Business	107,440	114,695	6.8%	115	111	-3.5%
Professional Studies**				0	4	
Law School***	184,132	176,281	-4.3%	63	67	6.3%
Public Hlth&Hlth Svc	113,501	122,749	8.1%	42	44	
Total	99,512	102,954	3.5%	785	819	4.3%
Total \$	78,116,790	84,319,447	7.9%			

* Excludes instructors and clinical law faculty.

** Data exclude CPS professors and associate professors because n < 3. (1 professor, 2 associates).

*** Starting 2007-08, Law School salaries reported to AAUP no longer include summer stipends.

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2007-08 GWU Regular Faculty (AAUP Percentiles)

Academic Affairs

AAUP Percentiles	Professors			Associate Professor			Assistant Professors		
	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg	2006-07	2007-08	% Chg
90	134,510	140,065	4.1%	90,203	95,577	6.0%	77,394	81,221	4.9%
80	121,196	127,492	5.2%	85,878	89,692	4.4%	71,763	75,816	5.6%
70	116,383	119,365	2.6%	81,078	84,986	4.8%	68,523	72,187	5.3%
60	109,836	115,750	5.4%	77,825	81,678	5.0%	66,263	68,957	4.1%
50	104,971	110,209	5.0%	75,294	78,543	4.3%	64,184	66,989	4.4%
40	99,794	103,691	3.9%	72,560	75,707	4.3%	61,883	64,239	3.8%
30	95,255	98,351	3.3%	69,563	72,239	3.8%	59,497	61,825	3.9%
20	88,673	92,615	4.4%	67,086	69,433	3.5%	56,952	59,646	4.7%
10	82,365	85,638	4.0%	62,827	66,329	5.6%	53,749	56,617	5.3%
GWU overall 2006/07	128,533	80.8		92,795	85.1		75,070	78.6	
S to AAUP 80th		(361,227)			(732,159)			170,834	

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AAUP Faculty Salary Averages (sorted by 2007-08 overall averages)

Academic Affairs

GW Market Basket Institutions	Assistant Professors		
	2006-07	2007-08	% Chg
Tulane University	63,400	66,100	4.3%
American University	64,300	67,900	5.6%
Vanderbilt University	67,200	69,500	3.4%
Boston University	69,800	71,000	1.7%
Tufts University	70,800	73,300	3.5%
George Washington University	72,100	75,100	4.2%
Georgetown University	73,700	75,600	2.6%
University of Miami	72,700	76,600	5.4%
Southern Methodist University	72,300	78,500	8.6%
Emory University	77,900	78,900	1.3%
Washington University	77,200	80,000	3.6%
University of Southern California	81,600	85,000	4.2%
Duke University	82,400	87,300	5.9%
Northwestern University	83,500	87,900	5.3%
New York University	80,100	90,300	12.7%
Mean (excludes GWU)	74,064	77,707	4.9%

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AAUP Faculty Salary Averages (sorted by 2007-08 overall averages)

Academic Affairs

GW Market Basket	Associate Professors		
	Institutions	2006-07	2007-08 % Chg
	Tulane University	78,800	82,400 4.6%
	University of Miami	79,000	83,000 5.1%
	Southern Methodist University	80,500	84,100 4.5%
	Boston University	81,700	86,000 5.3%
	American University	84,900	88,900 4.7%
	Tufts University	87,900	90,200 2.6%
	Vanderbilt University	86,300	91,000 5.4%
	George Washington University	89,400	92,600 3.6%
	Emory University	90,100	93,400 3.7%
	University of Southern California	92,000	93,600 1.7%
	Georgetown University	89,100	95,400 7.1%
	Washington University	93,300	96,400 3.3%
	Northwestern University	97,500	100,500 3.1%
	Duke University	96,800	102,500 5.9%
	New York University	91,200	102,600 12.5%
	Mean (excludes GWU)	87,793	92,143 5.0%

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AAUP Faculty Salary Averages (sorted by 2007-08 overall averages)

Academic Affairs

GW Market Basket	Professors		
	Institutions	2006-07	2007-08 % Chg
	Tulane University	116,000	119,800 3.3%
	Tufts University	118,500	122,700 3.5%
	Southern Methodist University	121,000	124,400 2.8%
	University of Miami	118,000	125,000 5.9%
	Boston University	122,200	127,200 4.1%
	George Washington University	123,900	128,500 3.7%
	American University	127,400	136,100 6.8%
	University of Southern California	134,500	140,100 4.2%
	Vanderbilt University	135,400	140,300 3.6%
	Emory University	142,200	147,200 3.5%
	Georgetown University	139,900	148,600 6.2%
	Washington University	145,100	150,800 3.9%
	Duke University	142,000	152,600 7.5%
	Northwestern University	147,200	153,600 4.3%
	New York University	149,500	162,400 8.6%
	Mean (excludes GWU)	132,779	139,343 4.9%

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AAUP Faculty Salary Averages (sorted by 2007-08 overall average)

Academic Affairs

GW Market Basket Institutions	Composite		
	2006-07	2007-08	% Chg
Tulane University	85,954	88,729	3.2%
American University	89,465	92,798	3.7%
Tufts University	93,792	97,278	3.7%
Boston University	94,266	97,930	3.9%
Southern Methodist University	93,838	98,524	5.0%
University of Miami	95,737	101,176	5.7%
George Washington University	99,421	102,923	3.5%
Vanderbilt University	105,096	108,542	3.3%
Emory University	109,390	112,796	3.1%
Georgetown University	108,815	114,568	5.3%
University of Southern California	110,825	114,675	3.5%
Washington University	115,032	119,400	3.8%
Northwestern University	119,243	124,157	4.1%
Duke University	116,728	125,717	7.7%
New York University	115,048	131,619	14.4%
Mean (excludes GWU)	103,802	109,136	5.1%

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Faculty Salaries Observations

Academic Affairs

- An additional \$180K were allocated for special assistant professor merit pay increases in 2008. These additional funds address the issue of the assistant professors' average being below the AAUP 80th percentile.
- Examination of the means, medians, and quartiles, combined with the outcomes of our regular (every two or three years) salary equity reviews, leads us to the observation that the gender balance in salaries is appropriate. This coming year, we shall undertake another salary equity review, where again attention will be paid to gender balance, among other factors, by examining the percentages of men and women, overall time employed at GW, and time in rank.
- From the viewpoint of average salaries, GW sits somewhat below the middle of the list of our Market Basket Schools, which contains regional, comparable, and aspirational institutions.

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Academic Affairs

Overall Students-to-Faculty Members Ratio

[Schools that have only post-baccalaureate students or a very small fraction of undergraduate students in their total student body are excluded (at GW this includes SMHS, SPHHS, Law, and GSEHD)]

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Academic Affairs

Student-Faculty Ratio

	2007	2006	2005	2004	2003
Ratio	13.5	13.4	13.6	13.5	13.6

The student-faculty ratio has remained essentially stationary over the last five years.

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Academic Affairs

Undergraduate Enrollment Trends

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Academic Affairs

Undergraduate Enrollment (Total Unduplicated)

School	2008	2007	2006	2005	2004
CCAS	5,150	5,363	5,584	5,587	5,751
CPS	43	53	51	51	35
ESIA	2,105	2,131	2,119	2,081	2,069
SB	1,659	1,638	1,555	1,493	1,526
SEAS	586	526	528	525	475
Subtotal	9,543	9,711	9,837	9,737	9,856
SMHS	578	489	465	471	530
SPHHS	170	170	191	186	177
Total	10,291	10,370	10,493	10,394	10,563

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Undergraduate Enrollment (On-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	5,150	5,361	5,583	5,586	5,746
CPS	0	1	0	0	0
ESIA	2,104	2,130	2,119	2,080	2,069
SB	1,659	1,638	1,555	1,493	1,526
SEAS	586	524	528	525	473
Subtotal	9,499	9,654	9,785	9,684	9,814
SMHS	36	38	56	42	39
SPHHS	170	170	191	186	177
Total	9,705	9,862	10,032	9,912	10,030

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Undergraduate Enrollment (Off-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	5	12	23	15	10
CPS	43	52	51	51	35
ESIA	1	4	2	4	5
SB	1	4	2	8	8
SEAS	-	7	2	1	1
SMHS	540	438	434	448	496
SPHHS	1	-	3	-	-
Total	591	517	517	527	555

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Undergraduate Enrollment (VA-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	-	1	-	-	-
SEAS	-	-	-	-	2
SMHS	17	20	-	-	-

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Evolution of Applicants to Freshman Matriculation

Academic Affairs

	2008	2007	2006	2005	2004
Applied	19,430	19,606	19,426	19,406	20,159
Accepted	7,261	7,197	7,342	7,275	7,726
Matriculated	2,461	2,137	2,458	2,411	2,669
Acceptance	37.4%	36.7%	37.8%	37.5%	38.3%
Yield	33.9%	29.7%	33.5%	33.1%	34.5%

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Evolution of SAT Scores from Application to Matriculation Verbal (Medians/Number)

Academic Affairs

	2008	2007	2006	2005	2004
Applicants	630/13982	630/15145	640/16102	640/16600	630/16333
Admits	650/6072	670/6252	660/6816	660/6979	660/7332
Matriculated	640/1873	650/1635	640/2283	650/2301	640/2516

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Evolution of SAT Scores from Application to Matriculation Math (Medians/Number)

Academic Affairs

	2008	2007	2006	2005	2004
Applicants	650/13989	640/15238	640/16108	650/16599	640/16332
Admits	670/6074	670/6290	670/6818	670/6980	660/7331
Matriculated	650/1875	650/1668	640/2283	650/2301	640/2516

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Evolution of ACT Scores from Application to Matriculation (Medians/Number)

Academic Affairs

	2008	2007	2006	2005	2004
Applicants	28/3707	28/3326	27/3120	27/3673	27/3306
Admits	29/1716	29/1372	29/1253	28/1491	28/1387
Matriculated	28/642	27/525	28/435	28/510	28/537

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Percentage in Top 10% of their High- School Class (Percent/Number)

Academic Affairs

	2008	2007	2006	2005	2004
Applicants	54%/3033	52%/3378	50%/3196	48%/3192	48%/3151
Admits	66%/2237	74%/2178	70%/1987	66%/2156	63%/2135
Matriculated	67%/845	66%/776	65%/836	63%/812	58%/802

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Matriculated Undergraduates SAT Verbal (Medians/Number)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	630/1037	650/944	640/1353	650/1353	640/1543
SEAS	610/154	630/82	600/126	620/176	620/115
SB	600/256	610/236	600/314	610/298	600/322
ESIA	670/414	670/365	670/474	670/458	660/517

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Matriculated Undergraduates SAT Math (Medians/Number)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	640/1038	640/959	640/1353	640/1353	640/1543
SEAS	680/154	690/85	680/126	670/176	670/115
SB	650/256	650/246	640/314	660/298	650/322
ESIA	650/415	640/369	640/474	650/458	640/517

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Matriculated Undergraduate ACT (Medians/Number)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	27/403	27/285	28/263	28/318	28/328
SEAS	27/37	28/25	27/18	27/39	25/25
SB	27/84	28/74	27/56	26/46	28/52
ESIA	28/114	28/140	28/96	28/103	28/130

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Percentage in Top 10% of their High- School Class (Percent/Number)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	66%/433	66%/434	66%/475	62%/463	57%/464
SEAS	70%/74	68%/43	77%/64	68%/66	67%/38
SB	68%/106	58%/80	56%/77	63%/75	54%/67
ESIA	69%/227	70%/217	67%/218	67%/204	63%/231

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Undergraduate Enrollment Trends Conclusions

Academic Affairs

- The two largest freshman classes occurred in 2001 and 2004. The 2004 class had its graduation in May 2008. In the Fall of 2007, we had a freshman class of approximately 2,150 compared to our typical class of approximately 2,350. These statistics lead to the gradual decrease seen in undergraduate enrollments over the last two or three years.
- GW typically receives about 19,500 applications, accepting about 7,300 from this pool, in order to generate a typical freshman class of around 2,400 students. This amounts to an acceptance rate of about 37% with a yield around 33%.
- SAT and ACT test scores and high-school class standing are some of the measures of applicant qualifications. These graphs show the evolution of the medians of these scores from applicants to matriculants. Scores in the Verbal and Math categories vary with school of matriculation as expected. High-school class standing is not available for all applicants. Such measures of the admitted students are influenced by a number of factors, a major one being financial aid (need-based and/or merit).

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Academic Affairs

Graduate Certificates Enrollment Trends

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Graduate Certificates Enrollment (Total Unduplicated)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	66	75	24	35	39
CPS	104	114	122	62	36
ESIA	17	21	18	11	6
GSEHD	392	277	200	111	105
SB	2	3	2	3	3
SEAS	702	700	378	348	305
Subtotal	1,283	1,190	744	570	494
SMHS	34	49	38	38	35
SPHHS	16	15	16	13	23
Total	1,333	1,254	798	621	552

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Graduate Certificates Enrollment (On-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	8	3	3	13	13
CPS	10	4	9		
ESIA	17	21	18	11	6
GSEHD	65	57	49	31	27
SB	2	3	2	3	3
SEAS	24	32	38	40	46
Subtotal	126	120	119	98	95
SMHS	1				
SPHHS	16	15	16	13	23
Total	143	135	135	111	118

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Graduate Certificates Enrollment (Off-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	58	72	21	24	30
CPS	93	109	119	62	36
GSEHD	350	229	155	80	78
SB	-	-	-	-	1
SEAS	678	670	340	311	260
SMHS	33	49	38	38	35
Total	1,212	1,129	673	515	440

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Graduate Certificates Enrollment (VA-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CPS	7	5	-	-	-
GSEHD	3	1	3	1	1
SEAS	4	2	2	3	3

Graduate Certificates are a growing commodity as can be seen from the increasing enrollments. They normally involve four to six three-credit courses in a specialized area. A large fraction of students who pursue graduate certificates continue into a master's degree program.

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Academic Affairs

Master's Degree Programs Enrollment Trends

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Master's Degree Programs Enrollment (Total Unduplicated)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	1,094	1,245	1,318	1,612	1,537
CPS	488	438	323	34	
ESIA	771	710	670	656	618
GSEHD	1,112	1,064	984	917	951
LAW	338	318	273	274	288
SB	2,050	2,118	2,021	1,960	1,869
SEAS	1,029	892	994	907	947
Subtotal	6,882	6,785	6,583	6,360	6,210
SMHS	573	544	471	470	498
SPHHS	770	773	699	693	680
Total	8,225	8,102	7,753	7,523	7,388

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Master's Degree Programs Enrollment (On-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	923	1,077	1,110	1,362	1,256
CPS	146	172	170		
ESIA	771	710	669	656	618
GSEHD	549	508	479	440	498
LAW	338	318	273	274	288
SB	1,413	1,428	1,370	1,309	1,280
SEAS	514	500	477	571	609
Subtotal	4,654	4,713	4,548	4,612	4,549
SMHS	135	134	142	158	176
SPHHS	769	772	699	692	677
Total	5,558	5,619	5,389	5,462	5,402

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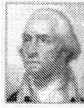
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Master's Degree Programs Enrollment (Off-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	184	182	221	272	316
CPS	363	277	162	34	--
ESIA	3	9	5	9	5
GSEHD	702	665	614	564	583
SB	594	642	623	615	531
SEAS	494	361	488	317	310
SMHS	438	412	334	320	328
Total	2,778	2,548	2,447	2,131	2,073

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Master's Degree Programs Enrollment (VA-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	4	1	-	-	-
CPS	2	-	-	-	-
ESIA	1	-	3	-	-
GSEHD	21	15	16	13	2
LAW	1	-	-	-	-
SB	169	137	145	144	152
SEAS	127	98	92	103	117
Total	325	251	256	260	271

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Master's Degree Programs GRE Quantitative (Medians/Number)

Academic Affairs

COLLEGE	2008	2007	2006	2005	2004
CCAS	630/338	640/379	630/364	620/598	630/558
CPS	610/79	620/58	610/54	780/1	
ESIA	680/295	680/287	680/237	660/256	680/223
GSEHD	600/129	600/167	550/164	575/150	580/151
SB	660/72	660/73	640/66	610/44	610/43
SEAS	710/101	725/94	720/65	730/75	720/97
SMHS	640/66	630/62	620/59	620/59	605/66
SPHHS	610/137	620/140	630/165	620/149	630/148

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Master's Degree Programs GRE Verbal (Medians/Number)

Academic Affairs

COLLEGE	2008	2007	2006	2005	2004
CCAS	550/338	550/397	535/364	540/598	540/558
CPS	520/70	540/58	515/54	630/1	
ESIA	590/295	600/287	610/237	600/256	620/223
GSEHD	510/129	510/167	480/164	500/150	510/151
SB	490/72	490/73	505/66	480/46	500/43
SEAS	360/101	455/94	430/65	440/75	480/97
SMHS	510/66	530/62	470/59	510/59	490/66
SPHHS	490/137	520/140	500/165	510/149	530/148

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Master's Degree Programs GRE Writing (Medians/Number)

Academic Affairs

COLLEGE	2008	2007	2006	2005	2004
CCAS	4.5/337	4.5/376	5/355	5/562	5/505
CPS	4.5/79	4.5/56	5/53		
ESIA	5/295	5/279	5/230	5/242	5.5/188
GSEHD	4.5/129	4.5/160	4.5/150	4.5/137	4.5/127
SB	4/70	4/69	4.5/61	4.5/39	4.5/12
SEAS	3.5/99	3.5/93	3.75/62	4/68	4/81
SMHS	4.5/66	4.5/62	4.5/55	4/54	4.5/52
SPHHS	4.5/134	4.5/137	4.5/156	5/131	4.5/113

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Master's Degree Programs GMAT (Medians/number)

Academic Affairs

COLLEGE	2008	2007	2006	2005	2004
SB	610/352	610/355	600/384	590/332	600/330

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Master's Degree Programs Number of Applicants

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	2,140	2,278	2,461	2,483	2,429
CPS	641	458	300	242	185
ESIA	1,815	1,949	1,820	1,869	1,920
GSEHD	1,069	1,065	1,092	1,088	1,022
SB	2,371	2,304	1,990	1,777	1,857
SEAS	875	683	898	729	821
Total	8,911	8,737	8,561	8,188	8,234

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Master's Degree Programs Number Accepted

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	1,148	1,275	1,395	1,462	1,345
CPS	416	314	211	207	142
ESIA	1,082	1,010	829	903	765
GSEHD	774	777	746	725	697
SB	1,183	1,348	1,259	1,136	1,205
SEAS	636	533	708	496	555
Total	5,239	5,257	5,148	4,929	4,709

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Master's Degree Programs Number Matriculated

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	399	454	534	574	584
CPS	235	169	105	137	101
ESIA	346	346	283	314	275
GSEHD	451	432	494	488	479
SB	657	730	708	689	664
SEAS	364	251	421	246	364
Total	2,452	2,382	2,545	2,448	2,467

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Master's Degree Programs Percent Accepted

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	53.6	56.0	56.7	58.9	55.4
CPS	64.9	68.6	70.3	85.5	76.8
ESIA	59.6	51.8	45.5	48.3	39.8
GSEHD	72.4	73.0	68.3	66.6	68.2
SB	49.9	58.5	63.3	63.9	64.9
SEAS	72.7	78.0	78.8	68.0	67.6

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Master's Degree Programs Percent Matriculated

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	34.8	35.6	38.3	39.3	43.4
CPS	56.5	53.8	49.8	66.2	71.1
ESIA	32.0	34.3	34.1	34.8	35.9
GSEHD	58.3	55.6	66.2	67.3	68.7
SB	55.5	54.2	56.2	60.7	55.1
SEAS	57.2	47.1	59.5	49.6	65.6

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Master's Degrees -- Enrollment Trends Conclusions

Academic Affairs

- Enrollment for on-campus master's degree programs has increased about 2.5% over the last five years to a total of 5,558 students.
- Enrollment for off-campus master's degree programs has increased by 34% over the last five years to 2,778 students.
- Enrollment for VA campus master's degree programs has increased by 19.9% over the last five years to 325 students.
- The total number of applicants to non-medical master's degree programs has grown 8.2% over the last five years to 8,911 applications.
- In 2008, the percentage of applicants admitted varied from 49.9% (GWSB) to 72.7% (SEAS). In 2008, yields (of matriculated students) range from a low of 32% (ESIA) to a high of 58.3% (GSEHD).

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Academic Affairs

Doctoral Degree Programs Enrollment Trends

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Doctoral Programs Enrollment (Total Unduplicated)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	832	823	853	891	913
GSEHD	569	583	591	611	624
LAW	7	8	5	5	12
SB	85	93	106	133	143
SEAS	343	353	407	472	469
Subtotal	1,836	1,860	1,962	2,112	2,161
SMHS	136	100	47	23	
SPHHS	44	27	35	37	35
Total	2,016	1,987	2,044	2,172	2,196

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Doctoral Programs Enrollment (On-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	832	823	853	890	913
GSEHD	229	234	245	250	248
LAW	7	8	5	5	12
SB	85	93	106	133	143
SEAS	301	314	369	423	423
Subtotal	1,454	1,472	1,578	1,701	1,739
SMHS	87	76	47	23	
SPHHS	44	27	34	35	35
Total	1,585	1,575	1,659	1,759	1,774

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Doctoral Programs Enrollment (Off-Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	-	-	3	4	1
GSEHD	147	161	158	169	164
SEAS	29	27	39	32	20
SB	-	-	-	1	1
SMHS	49	24	39	32	-
SPHHS	-	-	1	2	-
Total	225	212	240	240	186

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Doctoral Programs Enrollment (VA Campus)

Academic Affairs

School	2008	2007	2006	2005	2004
GSEHD	201	204	201	204	226
SEAS	17	20	8	28	42
Total	218	224	209	232	268

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Doctoral Programs

GRE Quantitative (Medians/Number)

Academic Affairs

COLLEGE	2008	2007	2006	2005	2004
CCAS	690/132	710/137	690/113	680/142	685/174
GSEHD	590/27	570/38	580/45	615/26	590/27
SB	790/6	745/6	760/2	740/3	690/3
SEAS	770/25	770/20	770/17	750/25	775/30
SMHS	660/27	660/27	630/17	585/14	
SPHHS	620/10		620/6	580/3	575/8

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Doctoral Programs

GRE Verbal (Medians/Number)

Academic Affairs

COLLEGE	2008	2007	2006	2005	2004
CCAS	600/132	590/137	570/113	570/142	580/174
GSEHD	540/27	550/38	520/45	530/26	530/27
SB	615/6	500/8	490/2	540/3	610/3
SEAS	450/25	450/20	470/17	460/25	485/30
SMHS	530/27	480/28	490/20	425/14	
SPHHS	500/10		495/6	580/3	580/8

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Doctoral Programs GRE Writing (Medians/Number)

Academic Affairs

COLLEGE	2008	2007	2006	2005	2004
CCAS	5/129	5/130	5/102	5/112	5/110
GSEHD	4.5/27	5/35	5/37	5/15	5/18
SB	4/6	4.75/6	4.5/1		
SMHS	4.5/27	4.5/28	4.5/20	4.25/14	
SPHHS	4.5/9		5/5	5.5/2	4.5/3

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Doctoral Programs GMAT (Medians/Number)

Academic Affairs

COLLEGE	2008	2007	2006	2005	2004
SB	695/2	645/2	710/5	710/2	645/10

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Doctoral Programs Number of Applicants

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	2,309	2,335	2,121	2,218	2,162
GSEHD	266	304	233	208	261
SB	236	229	145	164	203
SEAS	246	213	204	216	314
Total	3,057	3,081	2,703	2,806	2,940

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Doctoral Programs Number Accepted

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	354	318	280	379	405
GSEHD	136	155	129	115	129
SB	22	25	21	20	31
SEAS	97	104	100	92	101
Total	609	602	530	606	666

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Doctoral Programs Number Matriculated

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	146	151	141	152	179
GSEHD	78	90	85	75	82
SB	12	14	9	9	17
SEAS	31	20	39	51	43
Total	267	275	274	287	321

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Doctoral Programs Percent Accepted

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	15.3	13.6	13.2	17.1	18.7
GSEHD	51.1	51.0	55.4	55.3	49.4
SB	9.3	10.9	14.5	12.2	15.3
SEAS	39.4	48.8	49.0	42.6	32.2

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Doctoral Programs Percent Matriculated

Academic Affairs

School	2008	2007	2006	2005	2004
CCAS	41.2	47.5	50.4	40.1	44.2
GSEHD	57.4	58.1	65.9	65.2	63.6
SB	54.5	56.0	42.9	45.0	54.8
SEAS	32.0	19.2	39.0	55.4	42.6

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Doctoral Degree Programs Enrollment Trends Conclusions

Academic Affairs

- Enrollment for on-campus doctoral degree programs has decreased about 11% from a high of 1,774 in 2004.
- Enrollment for off-campus doctoral degree programs has decreased by 6.7% from a high of 240 in 2005.
- Enrollment for VA campus doctoral degree programs has decreased by 23% over the last five years to 218.
- Doctoral degree programs selectivity varies across schools as does yield for those students that are admitted.

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Academic Affairs

Law and Medical Areas

Professional Degrees

Enrollment Trends

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Academic Affairs

First Professional Degree

Enrollment

Program	2008	2007	2006	2005	2004
LAW-JD	1,683	1,664	1,698	1,649	1,583
SMHS-MD	695	687	665	649	648
Total	2,378	2,351	2,363	2,298	2,231

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Law School – J.D. Numbers and Rates

Academic Affairs

	2008	2007	2006	2005	2004
Applied	9,316	10,655	10,262	11,250	11,927
Accepted	2,204	2,039	2,325	2,113	2,065
Matriculated	590	564	550	576	534
Acceptance	23.7%	19.1%	22.7%	18.8%	17.3%
Yield	26.8%	27.7%	23.7%	27.3%	25.9%

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Law School – LL.M. and S.J.D. Numbers and Rates

Academic Affairs

	2008	2007	2006	2005	2004
Applied	753	796	724	688	746
Accepted	464	461	437	380	401
Matriculated	209	206	178	163	170
Acceptance	61.6%	57.9%	60.4%	55.2%	53.8%
Yield	45.0%	44.7%	40.7%	42.9%	42.4%

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**School of Medicine and Health Sciences
Numbers and Rates (M.D. Only)**

Academic Affairs

	2008	2007	2006	2005	2004
Applied	10,315	10,213	11,159	10,195	9,534
Accepted	295	302	300	358	387
Matriculated	178	171	177	178	165
Acceptance	2.9%	2.3%	2.7%	3.5%	4.1%
Yield	60.3%	56.6%	59.0%	49.7%	42.6%

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**Medical Center (SMHS and SPHHS)
Graduate Degree Programs (Excluding M.D.)
Numbers and Rates**

Academic Affairs

	2008	2007	2006	2005	2004
Applied	3,230	2,289	1,883	1,675	1,523
Accepted	1,368	1,117	1,006	848	879
Matriculated	543	538	491	432	443
Acceptance	42.4%	48.8%	53.4%	50.6%	57.7%
Yield	39.7%	48.2%	48.8%	50.9%	50.4%

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Professional Degrees

Law and Medical Areas

Enrollment Trends

Conclusions

Academic Affairs

- Enrollments in both the J.D. and M.D. degree programs have been steady with slight growth.
- J.D. applications for the Law School have been dropping slightly, consistent with the national trend.
- "Graduate" Law School applications have fluctuated, but on average remain at about 750.
- Applications for the M.D. degree program have been on average steady.
- Applications to other graduate-level programs in both schools of the Medical Center have grown by approximately a factor of two to 3,230. Part of this growth reflects the creation of doctoral degrees in physical therapy and nursing in SMHS.
- Both the J.D. and M.D. programs remain highly selective in their admissions.
- Matriculation percentages for those admitted to the J.D. and M.D. programs remain relatively high.
- Admission percentages for the LL.M. degree in the Law School and other graduate programs in SMHS and SPHHS are consistent with doctoral programs outside these schools, e.g., CCAS, etc.

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The Faculty Senate

February 4, 2009

The Faculty Senate will meet on Friday, February 13, 2009, at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7th Floor

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of December 12, 2008 as distributed
3. Report from the University Steering Committee on the Undergraduate Curriculum Review: Dean Marguerite E. Barratt, Co-Chair
4. Introduction of Resolutions
5. Report on University Enrollments: Spring 2009 and Five-Year Trends:
Executive Vice President for Academic Affairs Donald R. Lehman
6. Report on the University's FY 2009 budget projections in light of
the University's financial operating results as of 12/21/2008
7. Annual Report on the Composition of the Faculty:
Executive Vice President for Academic Affairs Donald R. Lehman
8. General Business
 - (a) Report of the Executive Committee: Arthur E. Wilmarth, Jr., Chair
 - (b) Interim Reports of Senate Standing Committees: Admissions Policy, Student Financial Aid, and Enrollment Management; Physical Facilities
(the reports are attached)
 - (c) Chair's Remarks
9. Brief Statements (and Questions)
10. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

Admissions Policy, Student Financial Aid and Enrollment Management Committee

Membership

Chair: Corry, Michael, Education Technology
Marroquin, Jaime, Spanish
Mohamed, Mohamed A., Newborn Services
Smith, Carol, Pathology
Ullman, Daniel, Mathematics
Zderic, Vesna, Electrical and Computer Engineering

ex officio:

Amundson, Elizabeth A., Registrar
Chernak, Robert A., Senior Vice President for Student and Academic Support Services
Johnson, Diana E., Biological Sciences, Executive Committee Liaison
King, Crystal, Manager Gelman Library System Financial Services
Lehman, Donald R., Executive Vice President for Academic Affairs
Napper, Kathryn, Director of Undergraduate Admissions
Rypkema, Geri, Director, Office of Graduate Student Support
Small, Daniel, Director of Student Financial Assistance
Williams, Kristin, Director, Graduate Student Enrollment Management
Wollner, Kim, Student Liaison

December 2008 Interim Report

There have been no items on the agenda of the Admissions Policy, Student Financial Aid and Enrollment Management Committee during the Fall 2008 semester. However, we are planning several meetings during the Spring 2009 semester to hear reports from the following individuals:

Kathryn Napper, Director of Undergraduate Admissions
Kristin Williams, Director of Graduate Student Enrollment Management
Daniel Small, Director of Student Financial Assistance

The George Washington University
Faculty Senate Committee on Physical Facilities
Interim Report
December 19, 2008

During the Fall semester 2008 the Senate Committee on Physical Facilities met twice.

At its first meeting the committee focused on three major aspects of the planned Science and Engineering Complex:

- The current plans for the size and scope of the building
- The progress to date of the planning process
- The current estimates of the cost of the building and supporting infrastructure

Mr. Arthur Bean, Director of Facilities Project Management, offered a tentative outline of the building parameters, including gross and net square footage, laboratory, office and classroom space allocation, and parking facilities. He also provided preliminary estimates of construction costs, taking into account special requirements for building services, and reported on the engineering progress to date.

Mr. Bean also offered details on the planned building for the School of Public Health, currently scheduled for occupancy in 2012.

Various other projects were also discussed by the Physical Facilities team. Among these were an inventory of available classroom space on the main campus and an assessment of needed improvements, and plans for the renovation of the second floor classrooms in Fonger Hall. The committee also heard a progress report on the construction of Pelham Hall at the Mt. Vernon campus.

At its second meeting the committee focused exclusively on the planned Science and Engineering Complex. It discussed in detail the report to the Faculty Senate presented by the Faculty Senate Special Committee on the Science and Engineering Complex on November 14, 2008.

Mr. Juan Ibanez offered an update on engineering work performed to date and addressed the issue of replacement for the parking spaces eliminated by the removal of the university parking garage. He also provided an overview of the current development timeframe, including programming, architectural design, zoning approval, and start and completion of construction.

Members: Linda Gallo, Hermann Helgert (Chair), Hugo Junghenn, Edward L. Murphree, Maida Withers

Ex-Officio: Elizabeth Amundson, Brian Biles (Executive Committee Liaison), Juan Ibanez, Louis Katz, Craig Linebaugh (replaced by Jeffrey Lenn), Jean Pec, Abigail Wolfe (Student Liaison)

REPORT OF THE FACULTY SENATE EXECUTIVE COMMITTEE

February 13, 2009

Arthur E. Wilmarth, Jr., Chair

On behalf of the Executive Committee, I offer the following report:

I. ACTIONS OF THE EXECUTIVE COMMITTEE

SPHHS Compliance with the Faculty Code

1. Composition of School Faculty

As requested by the Executive Committee, Interim Dean Josef Reum of the School of Public Health and Health Services (SPHHS) submitted a revised plan, on February 2, 2009, to bring SPHHS into compliance with Article I.B.1. of the *Faculty Code* with respect to the required percentages of tenure-accruing faculty within SPHHS and its departments. The revised compliance plan has been forwarded to Professor Edward Cherian, Chair of the Special Joint Subcommittee on Compliance by the SPHHS with the *Faculty Code*. Professor Cherian and the Joint Subcommittee will review the revised compliance plan and will meet with Interim Dean Reum to obtain any needed additional information and to discuss any questions they may have about the plan. Interim Dean Reum and Professor Cherian have agreed to discuss the revised compliance plan with the Executive Committee at its meeting on February 27, 2009. It is also expected that Interim Dean Reum and Professor Cherian will present a report to the Faculty Senate about the SPHHS compliance plan on March 13, 2009.

2. Procedures for the Search for a New Dean of SPHHS

At its meeting on January 30, 2009, the Executive Committee discussed with President Knapp and Executive Vice President for Academic Affairs Lehman the upcoming search for a new Dean of SPHHS. As previously reported, the Executive Committee has discussed this matter with Executive Vice President Lehman at several previous meetings. In these discussions, the Executive Committee has strongly emphasized the importance of conducting the Dean's search at SPHHS in compliance with Part C.2.b of the Procedures for the Implementation of the *Faculty Code* (the "Procedures"). The Executive Committee has made clear its great concern about this matter, because the Executive Committee learned last fall that previous searches for Deans of SPHHS did not comply with the procedures mandated by the *Faculty Code*.

Executive Vice President Lehman met with members of the SPHHS faculty on January 15, 2009, as the first step toward initiating the search for a new Dean. At that meeting, tenured faculty members of SPHHS presented proposed Dean's search procedures that complied with Part C.2.b of the Procedures and were modeled on procedures used in last year's very successful Dean's search at the School of Engineering and Applied Science. Following the January 15 meeting, Interim Dean Reum announced that the proposed search procedures would be referred to an elected committee of the faculty of SPHHS for review and possible revision, and would then be submitted to the SPHHS faculty. It appears that a

majority of this elected committee will consist of non-tenure-accruing faculty, including research faculty, who are not regular, active-status faculty but exercise voting rights in SPHHS and the School of Medicine and Health Sciences – unlike other Schools – due to a footnote to Part A of the Procedures on page 18 of the *Faculty Code*. At its January 30 meeting, Executive Committee advised President Knapp and Executive Vice President Lehman that the Committee would be extremely concerned if the SPHHS faculty adopts Dean's search procedures that conflict with Part C.2.b of the Procedures. In that event, the Executive Committee indicated that it would be prepared to consider proposing an amendment to the *Faculty Code* that would remove internal governance matters at SPHHS from the scope of the expanded voting rights granted to non-regular Medical Center faculty under the footnote to Part A of the Procedures.

Appointment of Member of the Senate Research Committee to the University's Advisory Council on Research

In accordance with the recommendation of the Senate Research Committee, the Executive Committee has appointed Professor Joseph Przytycki to serve on the University's Advisory Council on Research during the Spring 2009 semester in place of Professor Sharon Lambert, who is currently on leave. The Executive Committee expresses its gratitude to Professor Lambert for her service on the Advisory Council and also expresses its appreciation to Professor Przytycki for his willingness to serve on the Advisory Council.

Appointment of Faculty Members to the Trachtenberg Prize Selection Committees:

The Executive Committee has recommended to the Administration that the following faculty members be appointed to the Selection Committees for the Trachtenberg Prizes for Teaching, Faculty Scholarship (Research) and Service:

Teaching	Professor Lilien Robinson
Faculty Scholarship (Research)	Professor Peter Hotez
Service	Professor Philip Wirtz

II. PERSONNEL MATTERS

Two faculty grievances, both from Columbian College, remain in the hearing stage.

III. OTHER MATTERS

Service on Faculty Senate Standing Committees and Administrative Standing Committees

Forms requesting that faculty members volunteer for service on Faculty Senate Standing Committees and on Administrative Standing Committees have recently been distributed to all members of the Faculty Assembly. Please encourage your colleagues to join in the work of the Senate by filling out and returning the forms to indicate their willingness to serve on one or more of these Committees.

Next Meeting of the Executive Committee

The next meeting of the Executive Committee will be held on February 27, 2009. Please submit any resolutions, reports or other matters for Senate consideration to the Faculty Senate Office prior to that date.

Respectfully submitted,

Arthur E. Wilmarth, Jr.
Chair, Faculty Senate Executive Committee

Next Meeting of the Executive Committee

The next meeting of the Executive Committee will be held on February 21, 1961.
These minutes are submitted, together with other matters for Senate consideration to the
Faculty Senate for its action on this date.

Respectfully submitted,

Arthur E. Williams, Jr.
Chair, Faculty Senate Executive Committee